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For decision

United Nations Children's Fund
Executive Board
Annual session 2016
14-17 June 2016
Item 2 of the provisional agenda

Provisional annotated agenda, timetable and organization of work

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Provisional annotated agenda

1. Opening of the session

The Executive Board will hear opening statements by the President of the Executive Board and the Executive Director of UNICEF.

Organizational and procedural matters

2. Adoption of the provisional annotated agenda, timetable and organization of work

For decision (E/ICEF/2016/5)

The provisional agenda is prepared in consultation with the Bureau of the Executive Board and is based on the programme of work adopted by the Executive Board at its 2015 second regular session. The Executive Board will adopt the agenda for the session, making any amendments that it considers necessary.

Programme and policy matters

3. Report on the midterm review of the Strategic Plan, 2014-2017 and annual report of the Executive Director, 2015: performance and results, including a report on the implementation of the quadrennial comprehensive policy review

For decision (E/ICEF/2016/6 and Add.1 and 2)

This is the second report to the Executive Board of UNICEF on the implementation of the Strategic Plan, 2014-2017. It incorporates the annual report of the Executive Director for 2015 and the report on the midterm review of the Strategic Plan. It highlights the situation of children at the start of the Sustainable Development Goals; results achieved by UNICEF and partners in the seven outcome areas of the Strategic Plan and in organizational efficiency and effectiveness; key lessons for the remaining period of the Strategic Plan; and considerations for the next strategic plan in the context of the 2030 Agenda for Sustainable Development.

The report is accompanied by the revised results framework of the Strategic Plan (E/ICEF/2016/6/Add.2); an addendum on the implementation of the quadrennial comprehensive policy review of operational activities for development of the United Nations system and achievements against the Integrated Results and Resources Framework of the Strategic Plan (E/ICEF/2016/6/Add.1); a scorecard and data companion; and a paper on lessons learned in the first two years of the Strategic Plan.

The report should be considered in conjunction with the report on the midterm review of the UNICEF integrated budget, 2014-2017 (E/ICEF/2016/AB/L.2).

UNICEF focal point:
Mr. Jeffrey O'Malley
Director, Division of Data, Research and Policy
917-265-4594/jomalley@unicef.org

UNICEF report on the recommendations of the Joint Inspection Unit

For information (E/ICEF/2016/8)

In accordance with Executive Board decision 2001/4, the report summarizes the UNICEF response to recommendations that are relevant to the organization, contained in nine reports and one note issued from December 2014 through December 2015.

UNICEF focal point:
Mr. Stephen Adkisson
Associate Director, Field Results Group
212-303-7936/sadkisson@unicef.org

4. Annual report on the implementation of the Gender Action Plan, 2014-2017

For information (E/ICEF/2016/9)

In accordance with Executive Board decision 2014/8, the report provides an update on programmatic and institutional results, including financial resources and expenditures, based on the results matrix, indicators and performance benchmarks of the Gender Action Plan.

UNICEF focal point:
Ms. Anju Malhotra
Principal Adviser, Gender, Rights and Development
212-326-7018/amalhotra@unicef.org

5. Oral update on UNICEF humanitarian action

For information

The Executive Board will receive an update on humanitarian action in UNICEF. The session will begin with an overview of the situation of children living in crisis and outline the UNICEF response as well as challenges and achievements.

UNICEF focal point:
Ms. Afshan Khan
Director, Office of Emergency Programmes
212-326-7163/akhan@unicef.org

6. UNICEF programme cooperation:

(a) Country programme documents

For decision

The two country programme documents listed below are presented to the Executive Board for approval on a no-objection basis, in accordance with Executive Board decision 2014/1. Costed evaluation plans for each country programme are posted on the UNICEF Executive Board website alongside the documents. The United Nations Development Assistance Framework results matrices are also available on the website, where applicable.

The two country programme documents will be presented by region:

Eastern and Southern Africa
South Sudan (E/ICEF/2016/P/L.9)

South Asia
Bangladesh (E/ICEF/2016/P/L.10)

UNICEF focal point:
Mr. Ted Chaiban
Director, Programme Division
212-326-7540/tchaiban@unicef.org

(b) Extensions of ongoing country programmes

For decision (E/ICEF/2016/P/L.11)

In accordance with Executive Board decision 2009/11, the Executive Board will be (i) informed of the first one-year extensions of the country programmes for Cabo Verde, the Central African Republic, Chile, the Dominican Republic, Gabon, Kyrgyzstan, Mauritania and Ukraine; and (ii) requested to approve the second one-year extensions of the country programmes for Burkina Faso and Yemen and the two-year extensions of the country programmes for the Philippines and Senegal.

UNICEF focal point:
Mr. Stephen Adkisson
Associate Director, Field Results Group
212-303-7936/sadkisson@unicef.org

Evaluation, audit and oversight matters

7. Evaluation reports and management perspective and response

Annual report for 2015 on the evaluation function in UNICEF, and management perspective

For decision (E/ICEF/2016/11); *For information* (UNICEF/2016/EB/5)

The annual report is prepared in accordance with Executive Board decision 2008/4, which requested UNICEF to report annually to the Board on the evaluation function and on the findings and recommendations of evaluations. The report provides information on global developments in evaluation and the current state of the evaluation function in UNICEF, and outlines progress made in response to requests contained in Board decisions. The report is accompanied by a management perspective.

UNICEF focal point for the annual report:
Mr. Colin Kirk
Director, Evaluation
917-265-4617/ckirk@unicef.org

UNICEF focal point for the management perspective:
Mr. Stephen Adkisson
Associate Director, Field Results Group
212-303-7936/sadkisson@unicef.org

Protecting children from violence: a comprehensive evaluation of UNICEF strategies and programme performance, and management response

For information

The evaluation, completed in 2015, supports the efforts of UNICEF to fulfil one of its central mandates as an organization, guided by the Convention on the Rights of the Child, namely, to ensure protection for children, including the most disadvantaged, from all forms of violence and exploitation. The evaluation report, which contains forward-looking lessons and recommendations, is presented in accordance with Executive Board decision 2015/15 and is accompanied by a management response. Both documents are available through the UNICEF Executive Board website.

UNICEF focal point for the evaluation report:
Mr. Colin Kirk
Director, Evaluation
917-265-4617/ckirk@unicef.org

UNICEF focal point for the management response:
Mr. Ted Chaiban
Director, Programme Division
212-326-7540/tchaiban@unicef.org

8. Internal Audit and Investigations

UNICEF Office of Internal Audit and Investigations 2015 annual report to the Executive Board

For decision (E/ICEF/2016/AB/L.3)

The report, prepared annually in accordance with Executive Board decision 1997/28, provides an overview of the Office, describes the key issues highlighted by its internal audit and investigations work, summarizes the organizational follow-up to the implementation of audit recommendations and provides information on the disclosure of internal audit reports during 2015, in accordance with decision 2012/13. The report also includes an overall opinion, based on the scope of internal audit work undertaken by the Office, on the adequacy and effectiveness of the organization's framework of governance, risk management and control, in accordance with decision 2015/11.

UNICEF focal point:
Mr. Paul Manning
Director, Office of Internal Audit and Investigations
212-326-7535/pmanning@unicef.org

Management response to the UNICEF Office of Internal Audit and Investigations 2015 annual report to the Executive Board

For information (E/ICEF/2016/AB/L.4)

The management response takes into account requests made by the Executive Board in its decisions 2010/17, 2011/21, 2012/13, 2013/14 and 2015/11.

UNICEF focal point:
Mr. Stephen Adkisson
Associate Director, Field Results Group
212-303-7936/sadkisson@unicef.org

UNICEF Audit Advisory Committee 2015 annual report

For information

The annual report of this independent external oversight body is presented to the Executive Board for information.

UNICEF focal point:
Mr. Paul Manning
Director, Office of Internal Audit and Investigations
212-326-7535/pmanning@unicef.org

9. Report of the Ethics Office of UNICEF for 2015

For information (E/ICEF/2016/10)

In accordance with Executive Board decision 2010/18, the annual report on the activities of the Ethics Office is submitted to the Board at its annual session.

UNICEF focal point:
Ms. Ursula Wellen
Principal Adviser, Ethics
212-326-7142/uwellen@unicef.org

Resource, financial and budgetary matters

10. Report on the midterm review of the UNICEF integrated budget, 2014-2017

For decision (E/ICEF/2016/AB/L.2)

In accordance with Executive Board decision 2013/20, the midterm review of the UNICEF integrated budget, 2014-2017 has been prepared in conjunction with the midterm review of the UNICEF Strategic Plan, 2014-2017.

UNICEF focal point:
Mr. Thomas Asare
Comptroller and Director, Division of Financial and Administrative Management
212-824-6336/tasare@unicef.org

Other matters and adoption of draft decisions

11. Address by the Chairperson of the UNICEF Global Staff Association

The Chairperson of the Global Staff Association addresses the Executive Board at its annual session.

UNICEF focal point:
Ms. Scholastica Madowo
Chairperson, Global Staff Association
212-824-6135/smadowo@unicef.org

12. Reports on the field visits of the Executive Board

For information (UNICEF/2016/EB/6 and UNICEF/2016/EB/7)

The following two reports will be presented: (a) report on the field visit of the Executive Board to Côte d'Ivoire, from 4 to 8 April 2016; and (b) report on the field visit of Members of the Bureau of the Executive Board to Argentina, from 11 to 15 April 2016.

13. Other matters

The Executive Board has before it the provisional list of agenda items for its second regular session of 2016 and may consider discussing any other issue under this agenda item.

14. Adoption of draft decisions

15. UNICEF Staff Awards and closing statements by the Executive Director of UNICEF and the President of the Executive Board

Following the announcement of the 2016 Staff Awards, the Executive Board will hear statements by the Executive Director of UNICEF and the President of the Executive Board.

Provisional timetable and organization of work for the 2016 annual session of the UNICEF Executive Board 14-17 June 2016[1]

Tuesday 14 June	a.m. 10:00- 1:00	Item 1	Opening of the session: statements by the President of the Executive Board and the Executive Director of UNICEF
		Item 2	Adoption of the provisional annotated agenda, timetable and organization of work
	1:15- 2:30		*Informal consultations*
	p.m. 3:00- 5:00	Item 3	Report on the midterm review of the Strategic Plan, 2014-2017 and annual report of the Executive Director, 2015: performance and results, including a report on the implementation of the quadrennial comprehensive policy review
			UNICEF report on the recommendations of the Joint Inspection Unit
		Item 10	Report on the midterm review of the UNICEF integrated budget, 2014-2017
	5:00- 6:00		*Informal consultations*
Wednesday 15 June	a.m. 10:00- 1:00	Item 7	Evaluation reports and management perspective and response
			Annual report for 2015 on the evaluation function in UNICEF, and management perspective
			Protecting children from violence: a comprehensive evaluation of UNICEF strategies and programme performance, and management response
		Item 8	Internal Audit and Investigations
			UNICEF Office of Internal Audit and Investigations 2015 annual report to the Executive Board, and management response
			UNICEF Audit Advisory Committee 2015 annual report
	1:15- 2:30		*Informal consultations*

[1] When consideration of an agenda item concludes ahead of the allocated time, the next item will be taken up for consideration and the timetable adjusted accordingly.

	p.m. 3:00- 5:00	Item 6	UNICEF programme cooperation: (a) Country programme documents (b) Extensions of ongoing country programmes
		Item 9	Report of the Ethics Office of UNICEF for 2015
	5:00- 6:00		*Informal consultations*
Thursday 16 June	a.m. 10:00- 1:00	Item 5	Oral update on UNICEF humanitarian action
		Item 4	Annual report on the implementation of the Gender Action Plan, 2014-2017
	1:15- 2:30		*Informal consultations*
	p.m. 3:00- 5:00	Item 12	Reports on the field visits of the Executive Board
		Item 11	Address by the Chairperson of the UNICEF Global Staff Association
		Item 13	Other matters
		Item 14	Adoption of draft decisions
		Item 15	UNICEF Staff Awards and closing statements by the Executive Director of UNICEF and the President of the Executive Board
Friday 17 June			

United Nations E/ICEF/2016/6

Economic and Social Council

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15 April 2016

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For decision

United Nations Children's Fund
Executive Board
Annual session 2016
14-17 June 2016
Item 3 of the provisional agenda*

Report on the midterm review of the Strategic Plan, 2014-2017 and annual report of the Executive Director, 2015: performance and results, including a report on the implementation of the quadrennial comprehensive policy review

Summary

This is the second report to the Executive Board of UNICEF on the implementation of the Strategic Plan, 2014-2017. It incorporates the annual report of the Executive Director for 2015 and the report on the midterm review of the Strategic Plan (see decision 2013/16). It highlights the situation of children at the start of the Sustainable Development Goals; results achieved by UNICEF and partners in the seven outcome areas of the Strategic Plan and in organizational efficiency and effectiveness; key lessons for the remaining period of the Strategic Plan; and considerations for the next strategic plan in the context of the 2030 Agenda for Sustainable Development.

The report is accompanied by the revised results framework of the Strategic Plan (E/ICEF/2016/6/Add.2); an addendum on the implementation of the quadrennial comprehensive policy review of operational activities for development of the United Nations system (General Assembly resolution 67/266), adopted in 2012, and achievements against the Integrated Results and Resources Framework of the Strategic Plan (E/ICEF/2016/6/Add.1); a scorecard and data companion; and a paper on lessons learned in the first two years of the Strategic Plan.

The report should be considered in conjunction with the report on the midterm review of the UNICEF integrated budget, 2014-2017 (E/ICEF/2016/AB/L.2).

A draft decision is included in section VIII.

* E/ICEF/2016/5.

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I. Overview

An opportune yet critical time for the world's children

1. The midterm review of the Strategic Plan comes at an opportune time for UNICEF, affording the organization an opportunity to review the progress of the Plan over the past two years and to align it with the significant and wide-ranging global accords reached in 2015: on sustainable development (Sustainable Development Goals); disaster risk reduction (Sendai Framework for Disaster Risk Reduction 2015-2030); climate change (Paris Agreement); and financing for development (Addis Ababa Action Agenda of the Third International Conference on Financing for Development).

2. It is also a timely opportunity to consider the prospect for further agreements on humanitarian issues (World Humanitarian Summit, to be held in May 2016) and urbanization (United Nations Conference on Housing and Sustainable Urban Development (Habitat III), to be held in October 2016). The implementation of these new frameworks will contribute substantially to realizing the rights of the world's 2.3 billion children and increase the possibility of a fair chance in life for the most disadvantaged.

3. In many areas, the world is moving ever closer to that fair chance, as presented at the Special Focus Session of the Executive Board on equity in June 2015. Declines in under-five mortality since 2000 have allowed an estimated 48 million additional children to see their fifth birthday. The number of new HIV infections continues to fall among children, driven largely by success in preventing mother-to-child transmission. Approximately 2.6 billion people have gained access to improved sources of drinking water since 1990. More than 90 per cent of children complete primary education, and gender parity in primary education continues to improve. Modest gains have been achieved in reducing child marriage and female genital mutilation/cutting. And the world achieved the Millennium Development Goal of halving extreme poverty by 2010.

4. Despite these successes, many challenges remain, particularly for the most disadvantaged children. In 2015, an estimated 5.9 million children died before reaching the age of 5, and children from the poorest families were nearly twice as likely to die before their fifth birthday as those from the wealthiest. Although stunting prevalence continued to decline, the gap between rich and poor widened. Globally, 2.4 billion people still lacked access to improved sanitation, 40 per cent of them in South Asia. About 220,000 children were newly infected with HIV in 2014, nearly 90 per cent of them in sub-Saharan Africa. Two million adolescents (aged 10-19) were living with HIV in 2014. An estimated 250 million children could not read, write or do basic arithmetic.

5. Compounding the multiple deprivations faced by millions of children is the disproportionate impact on children of climate change (especially in Africa, Asia and the Pacific) and humanitarian crises. More than half a billion children live in areas with extremely high flood risk and nearly 160 million in zones with high or extremely high drought risk. Many of these children are also among the world's most disadvantaged, facing the highest risk of exposure to such infectious diseases as malaria and dengue and being more likely to be undernourished and to lack access to safe water and improved sanitation.

6. The global economy, which appeared in early 2014 to be emerging from a prolonged slowdown, now is faltering, putting at risk opportunities to break the intergenerational cycle of disadvantage. Commodity prices are low, constraining spending and employment in many low- and middle-income countries. Devastating conflict and violence are endemic in many parts of the world, contributing to a massive increase in child displacement. The frequency and impact of natural disasters are on the rise at a time when the resilience of the most vulnerable communities is under stress. Epidemics, including most recently Ebola and zika, and rapid urbanization and demographic transition are among the many challenges to children's survival, health and development.

7. Europe's refugee and migrant crisis has demonstrated the critical importance of responding quickly and effectively to changing circumstances for children in all country contexts, including in countries of destination, transit and origin.

8. Despite the uncertain outlook, the potential for transformative change has never been greater. The world has a new commitment and the knowledge and means to overcome many of the critical obstacles that prevent children from realizing their potential. Without ambitious action on sustainable development, humanitarian assistance and climate change, the promise of the new agreements risks becoming a tragedy for the globe's youngest citizens. And without reaching the most disadvantaged children, the world will not be able to reach the Sustainable Development Goals by 2030.

9. UNICEF is focused on adapting its country, regional and global work to these realities by building on the strong foundation laid in the first two years of the Strategic Plan. The UNICEF mandate requires it to concentrate on the children in greatest need everywhere.

Stepping up the response

10. UNICEF and its partners achieved results for children over the past two years in a wide variety of settings. In 2015 alone, 55 million children were vaccinated for DPT3; 40 million people gained access to improved drinking water sources and 18 million people to improved sanitation; 3 million children were treated for severe acute malnutrition; 15 million children received learning materials; and 10 million births were registered. UNICEF made key contributions to building the evidence base by providing a significant proportion of end-line data for the Millennium Development Goals and supporting the development of indicators for the Sustainable Development Goals.

11. UNICEF continued to expand its efforts in humanitarian situations in 2015, responding to an unprecedented number of such situations, in conjunction with partners. These included protracted conflicts in the Central African Republic, Iraq, South Sudan, the Syrian Arab Republic and Yemen; health emergencies in West Africa and Latin America; earthquakes in Nepal; typhoons in the Pacific; droughts in the Sahel, East Africa and the Americas, exacerbated by El Niño; and the refugee crisis in Europe.

12. In humanitarian situations alone, 43.5 million children were vaccinated against measles; 7.5 million children were reached with formal and non-formal basic education; 3.1 million children with psychosocial support; about 2 million children and women with interventions to prevent and respond to sexual violence; and

13.8 million people in support of handwashing practices. In both humanitarian and non-humanitarian contexts, the focus is on strengthening systems so that communities can anticipate and absorb shocks in the event of disasters.

13. Section II of this report further highlights the achievements and challenges addressed by UNICEF in 2014 and 2015 in the context of the Strategic Plan's seven outcome areas: health; HIV and AIDS; water, sanitation and hygiene (WASH); nutrition; education; child protection; and social inclusion. The report also summarizes advances in the areas of gender equality and humanitarian action in cooperation.

14. The achievements illustrate the close engagement of UNICEF with Governments, civil society and the private sector and its deepening partnerships across the United Nations system and highlight its focus on results and on innovative solutions for entrenched and emerging challenges.

15. In 2015, UNICEF increased its work with Governments and civil society partners to encourage a child focus for the 2030 Agenda for Sustainable Development and has been working closely with United Nations partners to respond to the unique and complex challenges and opportunities that it presents. Initiatives include the development of system-wide responses to such issues as migration and inequalities; flexible joint programming approaches tailored to national context; innovative approaches to financing; and harmonized business processes for greater efficiency and effectiveness.

16. Innovation was an important focus in 2015 with such initiatives as the open-source messaging tool, Rapider, which is scaling up globally. The U-Report platform, used also in emergency situations, has more than 1.9 million active users across 19 countries, including other United Nations agencies and such partners as the International Federation of Red Cross and Red Crescent Societies and the World Organization of the Scout Movement. UNICEF is also collaborating with such companies and institutions as Google and the Massachusetts Institute of Technology Media Lab and engages some 30 million people through social media on resolving challenges for children.

17. Efforts to strengthen results-based management are continuing, including expediting processes for country programme design, implementation and assurance. A capacity-strengthening initiative for more than 2,500 staff has started, and a results-focused staff appraisal system was introduced in 2015.

Aligning with the new global agenda and reinforcing the commitment to a fair chance for every child

18. At the midpoint of the Strategic Plan, the implications of new global agreements and emerging global risks are becoming ever more apparent. UNICEF will continue to work with partners to complete unfinished business for children from the Millennium Development Goals era while pursuing strategic partnerships to meet the demands of the new global agendas, including for such critical issues affecting child well-being as climate change, urbanization, child displacement, the demographic transition and the growing youth bulge in Africa and parts of Asia.

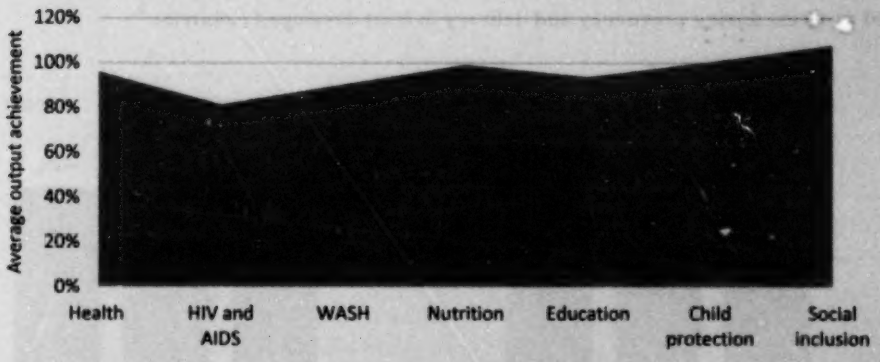
19. The midterm review takes place during the seventieth anniversary year of UNICEF, a moment for reflection and renewal, providing the opportunity to learn lessons from successes and failures and to set the foundation for continued work in

the decades to come. In a changing world with a bold new international agenda, UNICEF remains unwavering in its mission to reach the most disadvantaged children first, wherever they may be.

II. Performance under the Strategic Plan

20. UNICEF and its partners continued to achieve significant results for children, with an average achievement rate of 96 per cent against the 2015 output-level milestones (see figure I). Complete details are provided in the related scorecard and data companion.

Figure I
Summary average achievement of output-level results by outcome area



21. This achievement was informed by the theory of change that underpins the Strategic Plan.[1] Country-level drivers include actions to increase knowledge, change behaviour and encourage participation (addressing demand-related barriers); improve access to essential services for children (supply-related barriers); and strengthen national policies, laws and budgets to support the removal of demand and supply barriers. In 2015, 119 country offices directly supported demand-related programmes for children; 85 supported programmes to expand access to essential services; and 117 supported initiatives to generate evidence and build partnerships to influence laws, policies and budgets. Country action included focused humanitarian responses as well as the promotion of gender equality in 101 countries.

22. UNICEF also contributes to results for children through global and regional evidence and action. Research and advocacy in 2015 significantly increased awareness of the importance of an equity dimension in the Sustainable Development Goals, the impact of climate change on the most vulnerable children and the dimensions of violence against children. The 2015 *Innocenti Report Card* analysed the impact of recession on vulnerable children in rich countries, while 28 National Committees in the wider UNICEF family successfully advocated with their Governments on policies affecting children.

[1] See E/ICEF/2014/CRP.14.

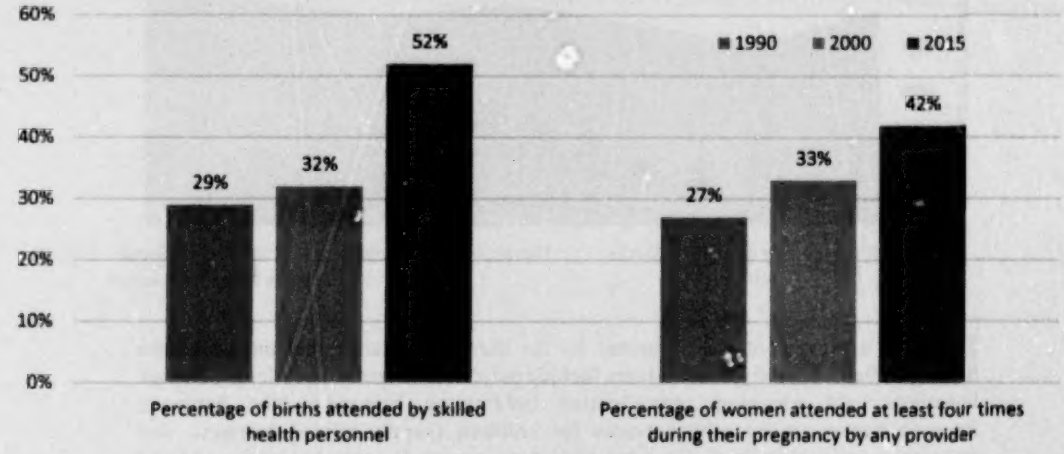
23. Achievement rates for all outcome areas exceeded 90 per cent, except for HIV and AIDS. Testing and treatment services for mothers have been scaled up, but accelerated efforts are needed to scale up HIV prevention services, especially for adolescents.

24. As discussed below, UNICEF actions were shaped by the magnitude of humanitarian crises in 2014 and 2015.

Health

25. At the country level, significant progress was registered against outcome indicators, particularly with regard to the increase in the percentage of births attended by skilled heath personnel and of women with at least four antenatal care visits (see figure II).

Figure II
Accelerated progress during pregnancy and delivery in least developed countries



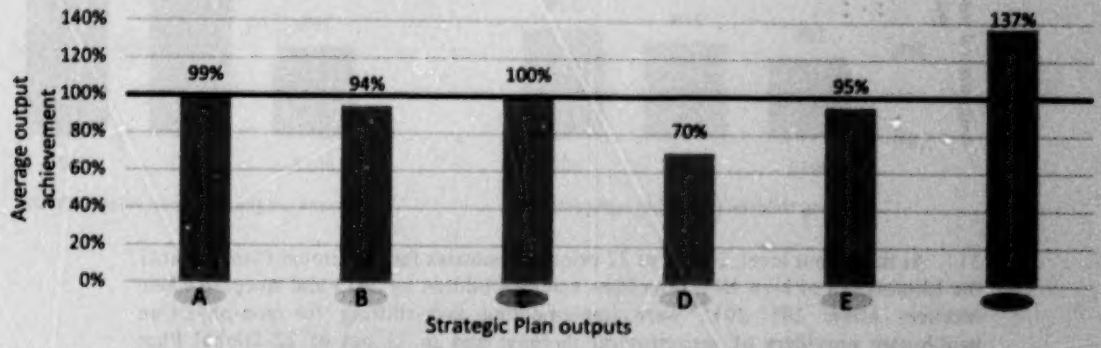
26. UNICEF contributions are clearest at the output level, with 43 countries operating 100 per cent of basic emergency obstetric and neonatal care facilities 24 hours a day, seven days a week and 73 countries implementing a policy for home visits to newborns, an increase from 68 countries in 2014. In addition, 97 malaria-endemic countries had no stock-outs of artemisinin-based combination therapies lasting more than one month at the national level. The world is on track to achieve certified polio-free status by 2019, with the lowest-ever number of wild poliovirus cases recorded. Nigeria was declared polio-free in 2015, leaving only two endemic countries, Afghanistan and Pakistan. In humanitarian situations, more than 20 million children aged 6-59 months were vaccinated against measles in 2015. To promote gender equality, 84 countries were supported to allocate budgets to reduce adolescent pregnancies.

27. At the regional and global levels, UNICEF contributed to major global health initiatives, including the Partnership for Maternal, Newborn and Child Health Partners Forum; the International Health Partnership (IHP+); Gavi, the Vaccine

Alliance; Every Mother, Every Newborn; the Global Fund to Fight AIDS, Tuberculosis and Malaria; and the Global Health Data Collaborative. Ending Preventable Child and Maternal Deaths: A Promise Renewed continued to yield notable results for child survival. UNICEF also supported the development of the global health infrastructure that will guide programming beyond 2015, such as the Global Financing Facility and the new strategy of the Secretary-General, Every woman, every child. The high number of health partnerships and joint programmes with which UNICEF is engaged demonstrates its commitment to collaborative approaches, in line with the quadrennial comprehensive policy review (QCPR).

28. The average achievement rate in health was 96 per cent against the 2015 milestones (see figure III).

Figure III
Average output achievement[a] in health



[a] The coloured ovals for each output represent the average achievement of 100 per cent or above as green, 60 to 99 per cent as amber and below 60 per cent as red. Achievements are presented according to the Strategic Plan results framework. Output A represents enhanced support for children, families and communities to promote knowledge, behaviour change, demand for services and opportunities for participation; output B represents increased national capacity to ensure the availability of and access to services and to strengthen systems; output C represents strengthened political commitment and national capacity to legislate, plan and budget for children; output D represents increased country capacity and delivery of services to protect and provide for children in humanitarian settings; output E represents the increased capacity of Governments and partners, as duty bearers, to identify and respond to specific challenges relating to the protection and promotion of children's rights, gender equality and the empowerment of girls and women; and output F represents the enhanced enabling environment at the global and regional levels to realize child rights.

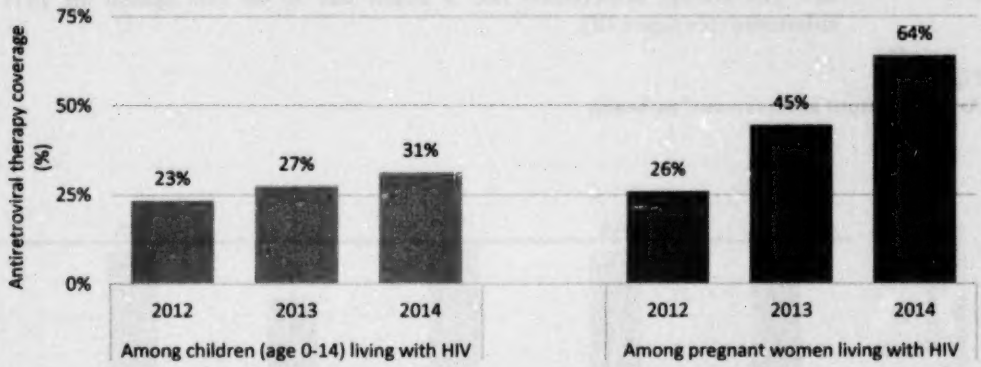
29. UNICEF fell short of targets in health systems strengthening to further scale up the coverage of services to vulnerable groups. Lessons include the need to focus more on systems strengthening, particularly in the context of promoting resilient development. Largely triggered by the Ebola response and protracted Level 3 crises, UNICEF is undertaking a review and scale-up of capacity to address health emergencies.

HIV/AIDS

30. At the country level, notable progress was registered against key outcome indicators (see figure IV): 62 per cent of pregnant women living with HIV were receiving lifelong treatment (prevention of mother-to-child transmission (PMTCT) Option B+); 36,000 cases of HIV infection were averted through scaled-up PMTCT

services in 21 priority countries in 2014; and the number of new HIV infections among children under 15 years decreased from 520,000 annually in 2000 to 220,000 in 2014. However, the number of AIDS-related deaths among adolescents has tripled in the past 15 years, and more than 60 per cent of new infections among those aged 15-19 have been among adolescent girls, primarily in sub-Saharan Africa.

Figure IV
Accelerated progress in antiretroviral therapy coverage

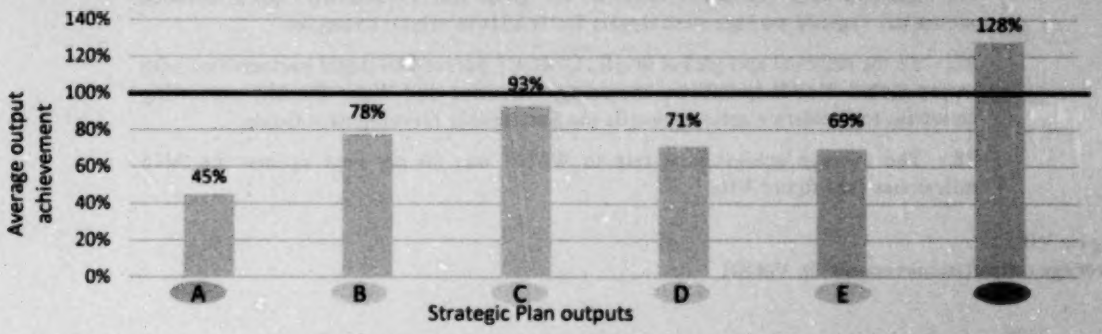


31. At the output level, 21 out of 22 priority countries for the Global Plan Towards the Elimination of New HIV Infections among Children by 2015 and Keeping Their Mothers Alive: 2011-2015 were implementing task-shifting for non-physician health-care providers of antiretroviral therapy; and in 11 out of 22 Global Plan priority countries at least 80 per cent of antenatal care settings in targeted areas offered this therapy. In humanitarian situations, 59 per cent of targeted HIV-positive pregnant women were receiving continuing treatment to prevent PMTCT, an increase from 54 per cent in 2014. To promote gender equality, 13 out of 38 UNAIDS priority countries were supported to undertake a gender review of their HIV policy.

32. At the regional and global levels, UNICEF leads the global partnership to end AIDS among adolescents, dubbed "All In", which is focused on 25 priority countries across seven regions with significant adolescent AIDS epidemics. UNICEF played a critical role in 2015 in the development of the UNAIDS 2016-2021 strategy, which emphasizes narrowing equity gaps for children and adolescents.

33. Overall, the average achievement rate in HIV and AIDS was 81 per cent against the 2015 milestones (see figure V).

Figure V
Average output achievement[a] in HIV and AIDS



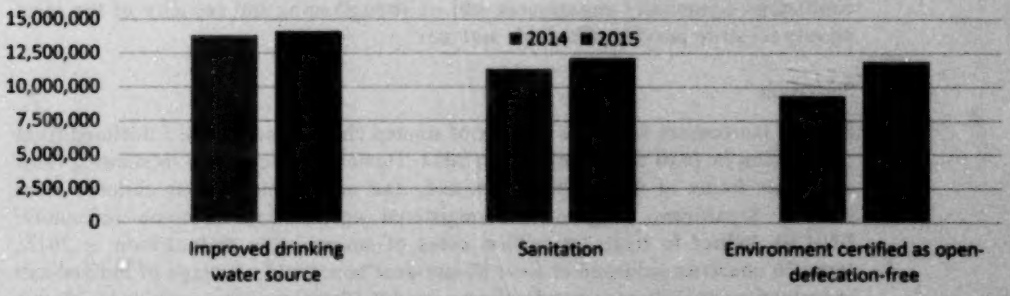
[a] See footnote *a* in figure III for an explanation of output achievements.

34. UNICEF fell short of targets in increasing comprehensive knowledge about HIV and AIDS among adolescents. Lessons continue to point to the need to further scale up successful strategies, backed by expanded global commitment, to reach adolescents who are in the second decade of treatment as well as those being infected through unsafe behaviours. All In is focused on urgent action to address these challenges.

Water, sanitation and hygiene

35. At the country level, significant progress was registered against key outcome indicators, particularly in the improvement of access to drinking water and sanitation and the fight to end open defecation (see figure VI).

Figure VI
Number of additional people with access



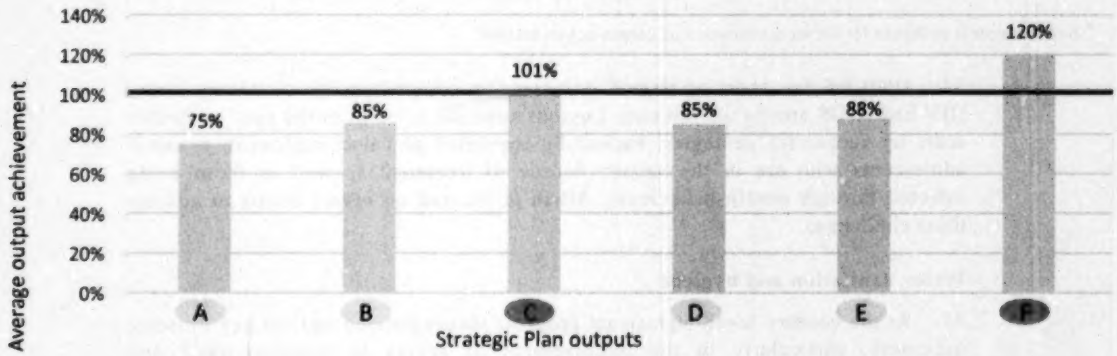
36. Similarly, UNICEF supported the achievement of output-level results. Some 75 countries have established benchmarks to provide access to drinking water to unserved populations; 35 countries are implementing water-safety plans at the community level; 38 out of 67 countries targeted are implementing a national strategy to eliminate open defecation; and 63 countries are implementing community-based handwashing behaviour-change programmes on a national scale, an increase from 53 in 2014. More than 70 million people were reached with WASH

interventions in 2015, of whom more than 45 million were in humanitarian situations. To promote gender equality, at least half of the schools in 37 countries are equipped with sanitation facilities for girls; and 29 countries have included menstrual hygiene management targets for WASH in school strategies.

37. At the regional and global levels, UNICEF pursued strategic partnerships with major global WASH initiatives, including Sanitation and Water for All, supporting countries to accelerate action towards the Sustainable Development Goals.

38. The average achievement rate in WASH was 90 per cent against the 2015 milestones (see figure VII).

Figure VII
Average output achievement[a] in WASH



[a] See footnote *a* in figure III for an explanation of output achievements.

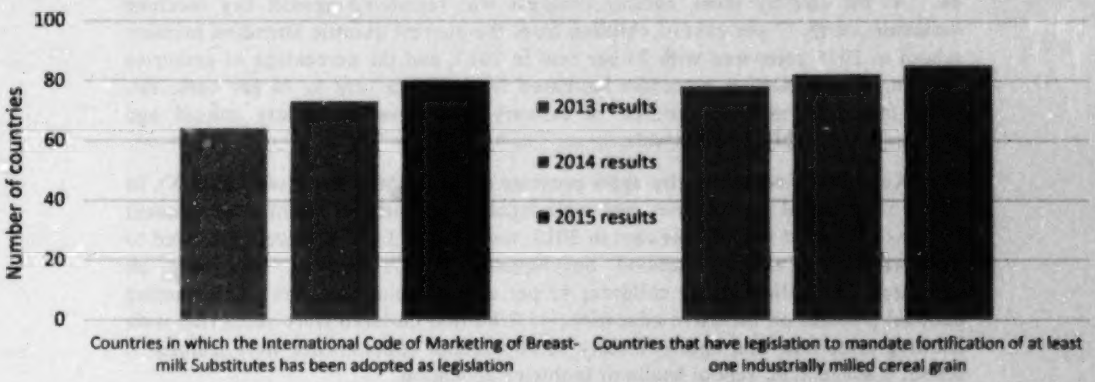
39. An unprecedented number of humanitarian crises constrained the achievement of results. Lessons point to the importance of sustaining behavioural change through continuous community engagement and of strengthening the capacity of the local private sector to provide affordable services.

Nutrition

40. At the country level, the number of stunted children under age 5 declined from 169 million in 2010 to 159 million in 2014. However, inequalities in stunting rates and other forms of malnutrition persisted, and nearly one in four children were stunted. Significant progress was registered against key outcome indicators: UNICEF helped to treat 2.9 million cases of severe acute malnutrition in 2015; some 20 countries achieved at least 90-per-cent household coverage of iodized-salt consumption; and 69 per cent of children aged 6-59 months were provided with two annual vitamin A supplementation doses in priority countries in 2014. Significant progress was registered against key output indicators (see figure VIII), with 32 countries on course to meet the global World Health Assembly target on exclusive breastfeeding and 25 countries supported to provide infant and young child feeding counselling services to at least 70 per cent of communities. In humanitarian situations, some 1.4 million children 6-59 months admitted with

severe acute malnutrition were discharged as recovered. To promote gender equality, 21 countries were supported to undertake a gender review of their nutrition policy.

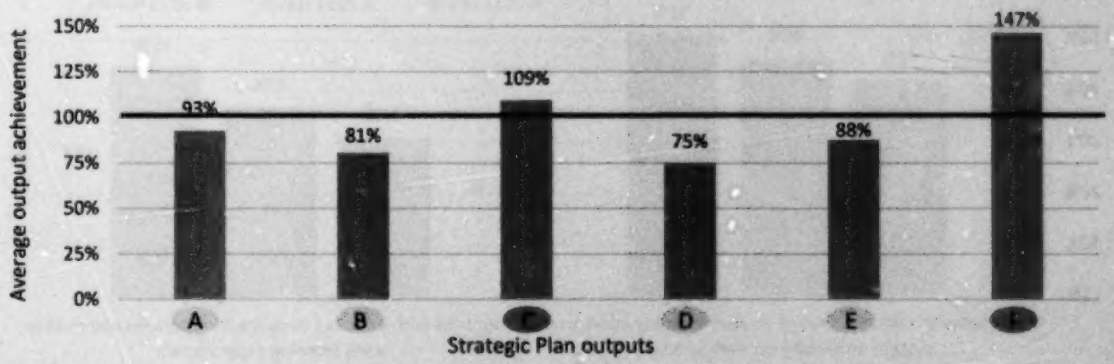
Figure VIII
Selected results in nutrition



41. At the regional and global levels, UNICEF played a leading role in such major global nutrition initiatives as Scaling Up Nutrition, which increased membership from 48 countries in 2014 to 56 in 2015 — another indication of its increased focus on partnerships.

42. The average achievement rate in nutrition was 99 per cent against the 2015 milestones (see figure IX).

Figure IX
Average output achievement[a] in nutrition



[a] See footnote *a* in figure III for an explanation of output achievements.

43. The unprecedented number of humanitarian crises constrained the delivery of results. Lessons include the need to strengthen national delivery systems for vitamin

A supplementation and other life-saving interventions; increase global severe acute malnutrition treatment coverage and recovery rates, especially in South Asia; and strengthen nutrition information systems.

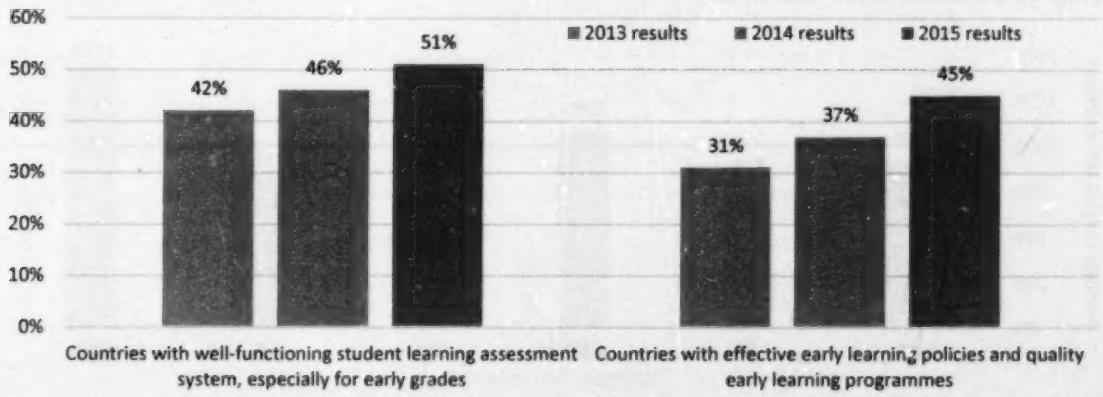
Education

44. At the country level, notable progress was registered against key outcome indicators, with 77 per cent of children from the poorest quintile attending primary school in 2015 compared with 73 per cent in 2013, and the percentage of countries with improved learning outcomes increased from 63 per cent to 76 per cent. Yet, more than 124 million children of primary and lower secondary school age remained out of school worldwide.

45. Key output indicators also show progress at the country level (see figure X). In 2015, 51 per cent of countries had well-functioning national learning assessment systems compared with 42 per cent in 2013; more than 43,000 kits were provided to under-resourced early childhood development (ECD) centres, benefiting an estimated 2.2 million young children; 43 per cent of countries were implementing national policies on inclusive education; 31.2 million children were supported with learning materials; and approximately 96,000 school communities were trained in school management, school health or inclusive education.

46. In 2015, more than 7.5 million children in humanitarian situations were reached with formal or non-formal education. The proportion of countries with education-sector plans that include risk assessment and management increased from 19 per cent in 2013 to 32 per cent in 2015. To promote gender equality, UNICEF, the United Nations Girls' Education Initiative (UNGEI) and the Global Partnership for Education (GPE) have developed guidelines for gender-responsive sector planning.

Figure X
Selected results in education

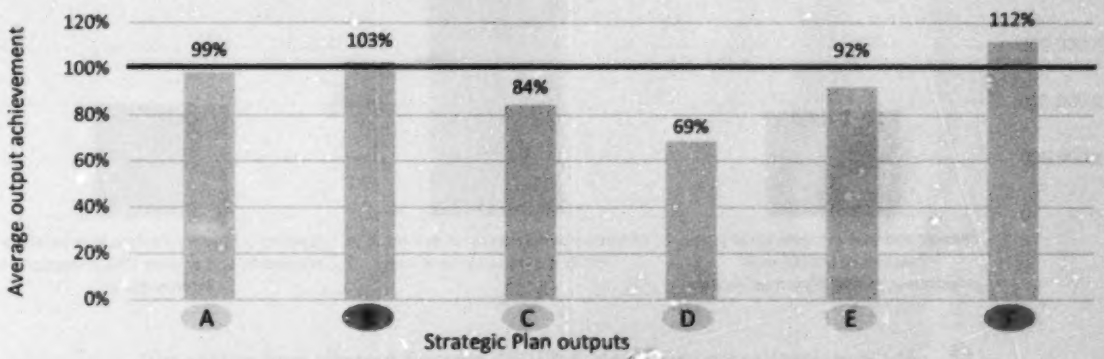


47. At the regional and global levels, UNICEF maintained its leadership role in major global education initiatives including GPE, UNGEI and Educate a Child. Building upon lessons learned from the No Lost Generation initiative, UNICEF has

been working with a number of partners to champion the cause of education in emergencies and protracted crises and support the development of a common platform and financing facility. Lessons also indicate that complementary interventions, such as peacebuilding, are necessary for achieving results in conflict-affected contexts.

48. Overall, the average achievement rate in education was 94 per cent against the 2015 milestones (see figure XI).

Figure XI
Average output achievement[a] in education



[a] See footnote *a* in figure III for an explanation of output achievements.

49. The constrained performance in humanitarian settings (output D) is explained in large part by funding shortfalls. Education aid levelled off between 2010 and 2014, and official development assistance to basic education in fragile and conflict-affected countries declined by 43 per cent between 2009 and 2013. The share of global humanitarian funding to education remained far below the expected minimum of 4 per cent.

Child protection

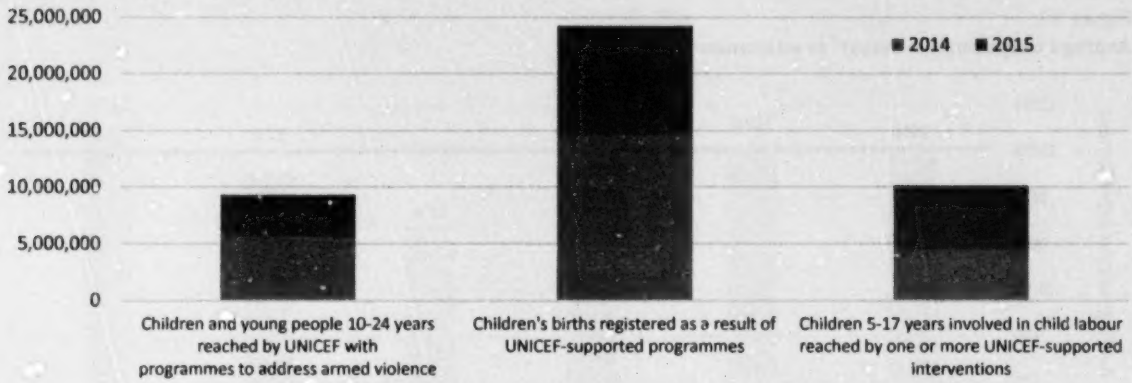
50. At the country level, significant progress was registered against key outcome indicators, including the first-ever adoption by the General Assembly of a substantive resolution on ending child, early and forced marriage (resolution 69/156).

51. UNICEF supported the achievement of output-level results (see figure XII), providing second-chance education, psychosocial or child protection interventions to more than 5.7 million children involved in child labour in 30 countries, a 27 per cent increase from 2014, and marking 9.7 million births registered across 54 countries in 2015. A number of countries have adopted legislation prohibiting the corporal punishment of children in various settings, including the home (48 countries); alternative-care and day-care settings (55 countries); schools (127 countries); penal institutions (136 countries); and as a sentence for a crime (162 countries).

52. Approximately 3.1 million children received psychosocial support in emergency and non-emergency situations. Chad achieved full compliance on ending

the recruitment of children by government forces and was delisted from the annual report of the Secretary-General on children and armed conflict. Eleven countries with at least a 25-per-cent prevalence of child marriage had national plans or strategies to end child marriage, five of which were costed, compared with two in 2014.

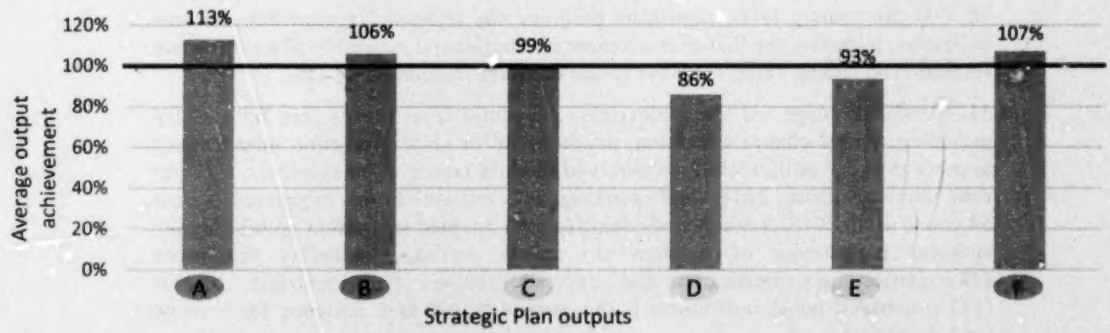
Figure XII
Selected results in child protection


25,000,000
20,000,000
15,000,000
10,000,000
5,000,000
0
2014
2015
Children and young people 10-24 years reached by UNICEF with programmes to address armed violence
Children's births registered as a result of UNICEF-supported programmes
Children 5-17 years involved in child labour reached by one or more UNICEF-supported interventions

53. At the regional and global levels, UNICEF pursued strategic partnerships with the Special Representatives of the Secretary-General and the United Nations Population Fund (UNFPA)-UNICEF Global Programme to Accelerate Action to End Child Marriage, the UNFPA-UNICEF Joint Programme on Female Genital Mutilation/Cutting and the Global Partnership to End Violence Against Children.

54. Overall, the average rate of achievement in child protection was 100 per cent against the 2015 milestones (see figure XIII).

Figure XIII
Average output achievement[a] in child protection



[a] See footnote *a* in figure III for an explanation of output achievements.

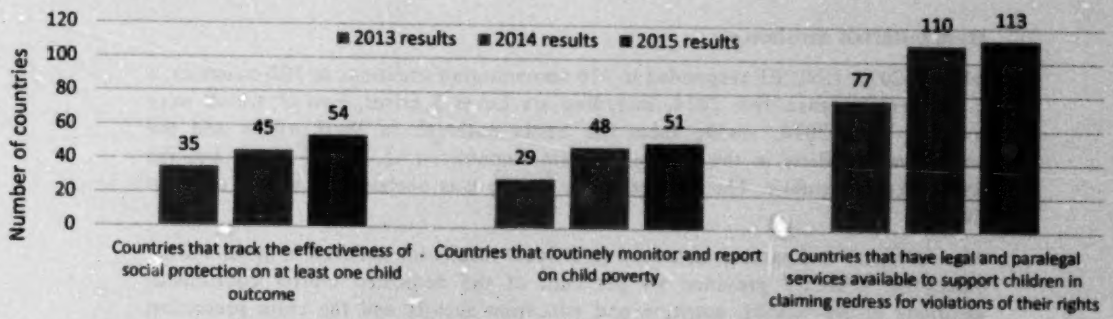
55. UNICEF fell short of targets in reunification with families or caregivers and the provision of alternative care to children in humanitarian situations. Lessons from the development of a global programme to end child marriage (in partnership with UNFPA) are being applied to the development of a global multisectoral programme and results framework to address gender-based violence in emergencies.

Social inclusion

56. At the country level, progress against key outcome indicators is shown by real increases in per capita social spending by 63 per cent of countries with available data in 2015 and the 196 States parties to the Convention on the Rights of the Child.

57. UNICEF has supported the achievement of output-level results (see figure XIV), as reflected in the number of countries (132) reporting a functioning national social protection system in 2015, up from 124 in 2014, and the number of countries (75) using child poverty data in policy discussions. In humanitarian situations, 35 countries had programming for humanitarian action that supported the development of sustainable social-protection systems.

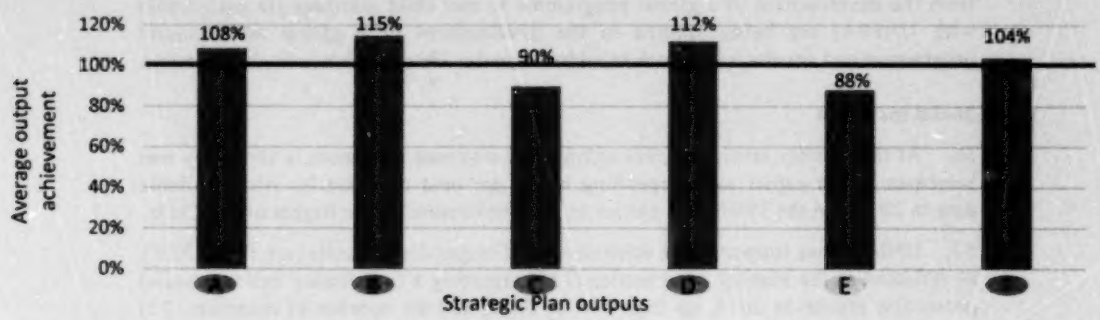
Figure XIV
Selected results in social inclusion



58. At the regional and global levels, UNICEF continued to co-chair the global coalition of 20 academic, international and non-governmental organization (NGO) partners on child poverty, which advocated for the inclusion of child poverty in the Sustainable Development Goals. UNICEF continued its strategic engagement with key partners through its participation in the Social Protection Inter-Agency Cooperation Board.

59. The average rate of achievement in social inclusion reached 108 per cent against the 2015 milestones (see figure XV).

Figure XV
Average output achievement[a] in social inclusion



[a] See footnote *a* in figure III for an explanation of output achievements.

60. Despite significant progress on strengthening national capacity for social protection, gaps remain. Only 19 countries reported having strong national capacity to develop, implement and finance social protection systems. Lessons include the need to further integrate humanitarian action and social protection programming.

Humanitarian assistance

61. In 2015, UNICEF responded to 310 humanitarian situations in 102 countries, a 5 per cent increase over 2014, including six Level 3 crises, five of which were ongoing from 2014, among them the Ebola outbreak in West Africa and the continuing conflicts in the Central African Republic, Iraq, South Sudan and the Syrian Arab Republic. The emergency in Yemen was declared a Level 3 crisis in 2015.

62. UNICEF and partners achieved significant results for children in humanitarian situations. UNICEF provided 94 per cent of the dedicated cluster coordinator positions in the WASH, nutrition and education sectors and the child protection subcluster. UNICEF and partners supported more than 1.2 million households with behaviour-change messages on the Ebola epidemic.

63. In Nepal, following the earthquakes in 2015, UNICEF and partners used the Government's social assistance programmes to provide cash transfers to 400,000 of the most vulnerable people. Such modalities are a growing part of UNICEF response, increasing efficiencies while empowering people to control their immediate situation.

64. In South Sudan, UNICEF provided more than half a million people with access to safe water and helped to secure the release of 1,755 children from armed groups.

65. The UNICEF response to the ongoing conflict in the Syrian Arab Republic and neighbouring countries reflects the increasing emphasis on integrating humanitarian and development action. Attention was paid to the continuation of education services, with learning materials provided for 1 million children and non-formal education provided to 465,000 children in 2015.

66. In 2015, children made up one quarter of the 1 million refugees and migrants entering Europe from the Syrian Arab Republic and conflict zones in the Middle East and beyond. UNICEF enabled more than 40,000 of these children to access child-friendly spaces offering play, rest and counselling services in Croatia, Serbia and the former Yugoslav Republic of Macedonia.

67. The UNICEF Emergency Programme Fund was instrumental in maintaining the nutrition supply line in the Sahel amid funding gaps in 2015, allowing the treatment of more than 84,000 severely malnourished children to continue into 2016.

68. With many emergencies spilling over borders, complex and protracted crises are the new norm. To increase efficiency in such contexts, UNICEF continued to invest in national capacity for emergency preparedness. Fifty-four countries were integrating resilient development and/or risk management strategies into WASH sector plans; 63 countries had developed or revised a nutrition sector plan or policy that included a risk-management strategy, up from 56 in 2014; and 43 countries had an education sector plan or policy that included risk assessment and management, up from 38 in 2014.

69. The capacity to respond to large-scale emergencies was strengthened through the recruitment of headquarters and field-based emergency-response team members who can be deployed within 72 hours. Additionally, standby arrangements with partners provided an additional 221 personnel to UNICEF, including 199 deployed to the field.

Gender equality

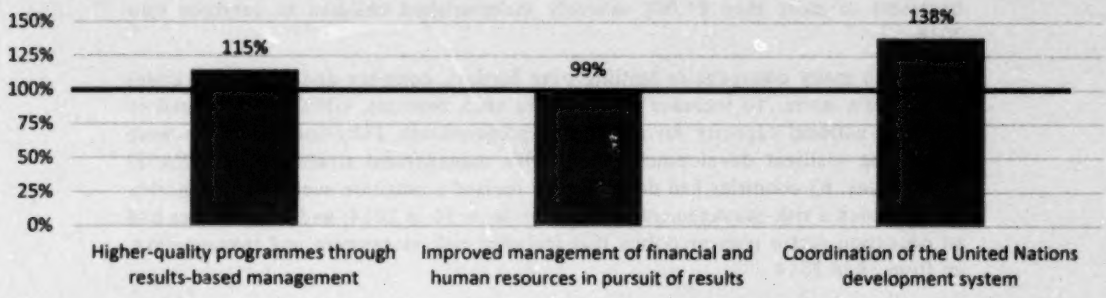
70. Significant advances have been made in promoting gender equality, in line with QCPR mandates. The participation and support of UNICEF have helped to propel work on Sustainable Development Goal targets, national policy frameworks and local action on child marriage, girls' secondary education and adolescent health. Progress is evident in some areas of gender mainstreaming, particularly in delivering WASH services in emergencies, improving birth registration and reaching missed children with the polio vaccine. Important challenges remain, including inadequate antenatal care and stagnation in the proportion of countries achieving gender parity in education at the lower secondary level. Through the Gender Action Plan, UNICEF continues to invest in dedicated gender expertise and to leverage resources to scale up gender programming. Further details of results on gender equality and lessons learned are described in the annual report to the Executive Board on the implementation of the UNICEF Gender Action Plan (E/ICEF/2016/9).

III. Strengthening organizational performance

71. UNICEF implemented significant initiatives during 2014 and 2015 to enhance efficiency and effectiveness. The Field Results Group was established to strengthen organizational systems for results-based management. A major achievement was the opening of the Global Shared Services Centre in Budapest in September 2015 to provide global finance, human resources, administrative and information technology functions. Information on these initiatives is included in the report on the midterm review of the UNICEF integrated budget, 2014-2017 (E/ICEF/2016/AB/L.2).

72. UNICEF achieved all milestones relating to improving organizational efficiency and effectiveness and enhancing results-based management in 2015 (see figure XVI). Detailed performance data are discussed in the related scorecard and data companion.

Figure XVI
Achievement of results for organizational efficiency and effectiveness



73. With regard to results-based management, the results framework of the Strategic Plan provided a solid basis for aligning country programmes with organization-wide results. It has been updated with annual milestones at the output level to improve the measurement of results (resolution 67/266, para. 171), and its integration with resources and budget is discussed further in E/ICEF/2016/AB/L.2.

74. In response to QCPR mandates, UNICEF offices conducted 104 evaluations in 2014, of which 75 per cent met quality standards, up from 68 per cent in 2013. The proportion of programme funds expended on evaluations increased from 0.3 per cent in 2014 to 0.5 per cent in 2015, closer to the target of 1 per cent. Real-time monitoring continued to be strengthened to inform the ongoing adjustment of programme design and implementation through the expanded application of the Monitoring Results for Equity System.

75. The value of procurement in supplies and services exceeded $3.3 billion in 2014 and remained steady in 2015. Ninety-five country offices implemented 957 long-term agreements, a 45 per cent increase over 2014, saving time and resources for programme implementation. UNICEF works to foster sustainable and fairly priced competitive supply markets, while also strengthening national capacity by increasing the use of local suppliers, providing training and sharing market expertise. Special contracting terms and support to partner-led advocacy efforts, for example, facilitated the scale-up of cost-effective vaccine production in low- and middle-income countries, resulting in a decrease in the weighted average price of a pentavalent vaccine for Gavi-supported countries to $1.94 per dose in 2015 compared with $3.60 in 2007. Through self-funding procurement by middle-income countries, UNICEF was able to assist in accessing the same vaccine for as low as $1.98 per dose.

76. Regarding human resources management, the number of female staff grew by 24 per cent from 2007 to 2015, reflecting efforts to achieve gender parity and to comply with paragraph 92 of the QCPR. As a result, women comprised 47 per cent of the entire workforce and 46 per cent of staff at the P-5 level and above. Women

represented 44 per cent of senior staff appointments in 2014 and 2015, an increase from 39 per cent in 2013. Further details relating to human resources management are discussed in E/ICEF/2016/AB/L.2.

77. Surge deployments to the field numbered 753 in 2015, with 48 per cent supporting Level 3 responses. Fifty-seven per cent of emergency recruitment was completed within the target of 30 days in 2015, and 89 per cent of requests for surge-capacity support were met within the target of 56 days. Security of staff and premises remained a top priority, and 94 per cent of country offices met minimum operating security standards.

78. UNICEF pays tribute to the seven colleagues who lost their lives while serving children in 2014 and 2015. It also recognizes the many staff members who continue to work in difficult situations.

79. UNICEF significantly improved its ranking in the Aid Transparency Index in 2014, reaching "good" standing and ranking 14 out of 68 organizations. This compared favourably with 2013, when UNICEF was rated as "fair", ranking 21 out of 67 organizations (QCPR, paras. 11 and 31).

80. The information and communications technology (ICT) function achieved programme and operational effectiveness and efficiency in 2014 and 2015 through the continued enhancement of cloud-based core office productivity tools for a fully mobile workforce; the automation of treasury and e-banking; the introduction of a learning management system (Agora); and the enhancement of programme performance reporting. ICT services were provided in 90 per cent of emergencies, in accordance with the Core Commitments for Children in Humanitarian Action.

81. UNICEF has been working with other United Nations agencies to simplify and harmonize business practices (QCPR, para. 153).

82. In 2015, 115 UNICEF country offices reported using common services. The 2015 evaluation of the Business Operations Strategy validated its qualitative and quantitative benefits, while identifying associated bottlenecks. UNICEF has been working with the United Nations Development Group (UNDG) and the High-level Committee on Management to revise and update the 2012 Business Operations Strategy guidelines to improve their design, relevance and impact for country offices. Eighty-three country offices (a 24-per-cent increase over 2013) were implementing harmonized approaches in procurement, human resources management, ICT and financial management services (QCPR, paras. 152 and 154).

83. Regarding the improvement of coordination within the United Nations system, UNICEF contributed to the preparation of United Nations Development Assistance Frameworks (UNDAFs) in 24 countries, an increase from 8 in 2014 (QCPR, paras. 117 and 119). UNICEF has been participating in the implementation of the UNDG Plan of Action to address systemic bottlenecks in implementing the standard operating procedures. UNICEF is co-convening three UNDG working groups relating to the Plan of Action to address sustainable development, communications and advocacy and joint financing (QCPR, para. 137), contributing to the revision of UNDAF guidelines and leading the work on joint approaches to monitoring results for equity, thereby strengthening the culture of evidence-based results in the United Nations system (QCPR, para. 166). Further details relating to coordination are discussed in E/ICEF/2016/AB/L.2.

84. UNICEF contributed $3.6 million in cash and $2.9 million in kind as part of cost sharing for the resident coordinator system (QCPR, para. 128) and provided additional support at the country level in 56 offices. Five UNICEF staff served as resident coordinators in 2015 and 106, on an interim basis, in 2014. UNICEF representatives served as acting Humanitarian Coordinators in 46 countries. The job description of UNICEF representatives has been revised to include their role in United Nations country teams (QCPR, para. 130 (a)).

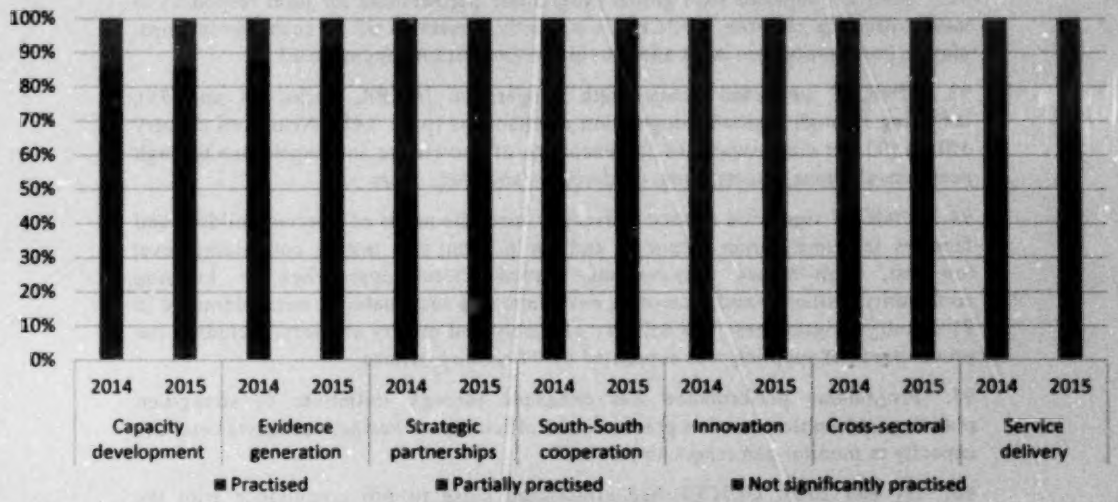
85. UNICEF issued 38 audit reports during 2015, resulting in 577 recommendations relating to governance, programme management and operational support. Only 5 offices or divisions had audit recommendations outstanding for more than 18 months at the end of 2015, down from 8 in 2014, meeting the milestone of fewer than 10. During the year, 101 investigation cases were closed, 66 per cent of them within nine months of receipt of the allegation.

IV. Implementation strategies

86. The achievement of results was supported through the implementation of strategies to strengthen the quality of country programmes and management systems.

87. In compliance with QCPR mandates, UNICEF provided capacity-development support to Governments, communities and other partners at the national and local levels in 86 per cent of countries by means of interventions to strengthen the formulation, implementation and monitoring of policies (see figure XVII); improve the performance of service providers and enhance service delivery systems; and enable the most disadvantaged children and families to access and use services. Ninety-seven country offices provided support to reinforce national service delivery systems and accountability structures.

Figure XVII
Percentage of country offices applying implementation strategies



88. Communication for development was emphasized to promote positive social norms and behaviours, the demand for services and community and adolescent engagement. Further strengthening of this capacity will be critical to sustaining achievements in development and humanitarian situations. Regarding public communication, the UNICEF strategy is being rolled out in country offices, with the development of a digital transformation initiative that will provide new opportunities for public engagement. Offices have been adapting the strategy to national contexts, supporting public engagement in the design and implementation of policies and programmes for children. More than 70 offices are involved in national advocacy campaigns under the global End Violence Against Children initiative.

89. All country offices supported Governments to apply evidence in programme development and policy advocacy. In cooperation with partners, offices supported the generation of data on equity gaps through surveys and studies, and for end-line reporting of the Millennium Development Goals. Nearly 40 per cent of country offices supported real-time data systems to identify marginalized and underserved groups. Research was conducted to support policy advocacy in all regions. More than 90 per cent of country offices supported the use of new technology and social media to share information and evidence.

90. UNICEF expanded and deepened partnerships for effective programme implementation and advocacy (QCPR, para. 104), working closely with National Committees, civil society organizations and other United Nations agencies. Partnerships with the private sector were broadened for engagement in programmes, advocacy and fundraising.

91. UNICEF increased its collaboration with the World Bank, regional development banks and other international financial institutions, including through joint projects; the leveraging and influencing of policies; investments; the provision

of technical assistance; the transfer of funds; the establishment of joint pool funds; procurement; and joint crisis response.

92. UNICEF engaged with global programme partnerships for joint responses to issues affecting children. UNICEF is currently a member of 71 such partnerships, plays a governance role in 48 and provides coordination support to 15.

93. UNICEF promoted South-South cooperation (QCPR, paras. 74 and 75), including through regional cooperation mechanisms (para. 148). Nearly all country offices (93 per cent) supported the exchange of knowledge and experience through peer consultations, expert visits, conferences and study tours.

94. UNICEF supported service delivery to meet the needs of affected children and families in humanitarian response, and for piloting and testing community-level low-cost, high-impact interventions. Cross-sectoral approaches to building community resilience and promoting environmental sustainability were addressed in 71 country programmes. The delivery of timely and quality services, including the procurement of supplies, was supported by 94 country offices.

95. Programme performance was enhanced through initiatives to strengthen planning and implementation practices, the efficiency of business processes and the capacity to monitor and report on results.

96. By end 2015, UNICEF had established close to full compliance with the provisions of the harmonized approach to cash transfers, including in assessing partner capacity to use UNICEF-provided funds, the implementation of monitoring visits to UNICEF-supported work in field locations and periodic audits of partners' record-keeping practices.

97. An online internal performance management system has been established along with country programme evaluations to inform programme planning and implementation.

V. Revenue, expenses and resource mobilization

98. This section of the report should be read in conjunction with the report on the midterm review of the UNICEF integrated budget, 2014-2017 (E/ICEF/2016/AB/L.2). Total revenue decreased by 3 per cent in 2015, to $5,010 million (tables 1 and 2). Regular resources decreased by 13 per cent, to $1,174 million, and other resources by 0.2 per cent, to $3,836 million. Consequently, regular resources as a proportion of total revenue fell to 23 per cent.

Table 1
Revenue source and type, 2014 and 2015
(Millions of United States dollars)

Source of revenue	*2014 actual*	*2014 plan*	*2015 actual*	*2015 plan*[a]
Regular resources				
Government[b]	660	654	546	630
Private sector[c]	572	609	530	651
Other revenue[d]	**94**	**80**	**97**	**80**
Total — regular resources	**1 326**	**1 343**	**1 174**	**1 361**
Other resources (regular)				
Government	1 358	1 181	1 080	1 197
Private sector[c]	693	544	713	581
Inter-organizational arrangements	213	192	262	188
Subtotal	**2 264**	**1 917**	**2 055**	**1 966**
Other resources (emergency)				
Government	1 163	548	1 396	512
Private sector[c]	132	70	213	70
Inter-organizational arrangements	285	156	170	155
Subtotal (rounded)	**1 579**	**774**	**1 780**	**737**
Total — other resources	**3 843**	**2 691**	**3 836**	**2 703**
Total revenue (rounded)	**5 169**	**4 034**	**5 010**	**4 064**

Note: Due to rounding, the totals may differ slightly from the sum of the columns.
[a] According to financial estimates provided to the Executive Board in September 2015.
[b] Gross regular resources from Governments includes income taxes paid by UNICEF on behalf of the citizens of Governments that contribute to regular resources.
[c] Latest estimate. Final private sector revenue figures will be available after the submission of this report.
[d] Other revenue includes income from interest, procurement services and other sources.

Table 2
Revenue source, 2014 and 2015
(Millions of United States dollars)

Source of revenue	*2014 actual*	*2014 plan*	*2015 actual*	*2015 plan*[a]
Government	3 181	2 383	3 023	2 339
Private sector/non-government	1 397	1 223	1 457	1 302
Inter-organizational arrangements	497	348	432	343
Other	94	80	97	80
Total revenue	**5 169**	**4 034**	**5 010**	**4 064**

Note: Due to rounding, the totals may differ slightly from the sum of the columns.
[a] According to financial estimates provided to the Executive Board in September 2015.

99. Revenue for humanitarian assistance or other resources (emergency), at $1,780 million in 2015, was more than twice the planned amount and 13 per cent higher than in 2014, due primarily to funding received for support to Syrian refugees and Ebola response, as well as to Iraq, Nepal, South Sudan, the Syrian Arab Republic and Yemen. While the humanitarian funding requirement had increased from $2.1 billion in January 2014 to $3.3 billion by December 2015, other resources (emergency) revenue is projected to decrease by 44 per cent in 2016 and 2017 as compared with 2015.

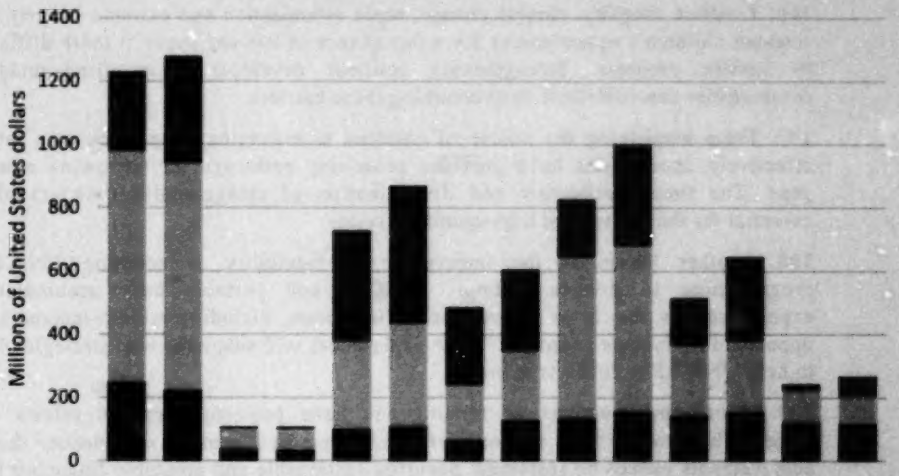
100. The scale and complexity of crises demand a deeper and broader resource base. The need for more flexible funding, as called for by the High-level Panel on Humanitarian Financing, is even starker.

101. In 2015, 135 Governments contributed to UNICEF resources. Total public sector contributions (from Governments, intergovernmental organizations and inter-organizational arrangements), at $3,455 million, were 29 per cent more than planned, but 6 per cent less than in 2014. Private sector contributions (from National Committees, individual donors, NGOs and foundations), at $1,457 million, were 12 per cent more than planned and 4 per cent more than in 2014.

Expenses

102. Effective 1 January 2012, UNICEF financial statements are prepared under the full accrual basis of the International Public Sector Accounting Standards. Accordingly, the breakdown of programme expense by outcome area reflects the cost of services and consumable goods received by UNICEF as well as programme supplies delivered to programme partners during 2014 and 2015 (see figure XVIII). The programme expense in sub-Saharan Africa increased from $2,344 million in 2014 to $2,643 million in 2015, representing 55 per cent of the total programme expense. The programme expense in least developed countries increased from $2,179 million in 2014 to $2,502 million in 2015, representing 52 per cent of the total.

Figure XVIII
Direct programme assistance by outcome area and resource type, 2014 and 2015



	Health		HIV and AIDS		WASH		Nutrition		Education		Child protection		Social inclusion		Total (rounded)	
	2014	2015	2014	2015	2014	2015	2014	2015	2014	2015	2014	2015	2014	2015	2014	2015
Regular resources	249	223	37	35	101	110	65	130	135	157	145	156	125	118	860	932
Other resources (regular)	729	717	65	65	276	322	173	216	508	521	218	222	96	84	2 067	2 150
Other resources (emergency)	250	338	4	6	349	435	245	256	182	321	150	264	21	63	1 203	1 685
Total	1 229	1 278	107	107	727	868	484	603	826	1 000	514	643	242	266	4 130	4 768

103. Details of the Integrated Results and Resources Framework are described in E/ICEF/2016/6/Add.1 and E/ICEF/2016/AB/L.2.

VI. Lessons learned and summary findings

104. Several lessons have emerged in the first two years of the Strategic Plan, as discussed in detail in the paper on lessons learned associated with this report. Highlights include the continuing need to increase the application of cross-sectoral approaches. There is wide consensus about the benefits of cross-sectoral programming, including for ECD and adolescence, and through communication for development and public engagement and advocacy. In the area of ECD, for example, some 200 million children under five are not achieving their full potential owing to a combination of inadequate nutrition, poor health and the lack of a nurturing, safe environment. Renewed investments and the coordinated implementation of policies will accelerate the achievement of results.

105. Furthermore, underpinning programming with such approaches as human rights-based development and adolescent participation has been shown to yield

considerable results. It is important to continue to learn from experiences in cross-sectoral programming, including by increasing its visibility in results frameworks.

106. Conflict, fragility, climate change, rapid urbanization and extreme poverty all threaten children's opportunities for a fair chance in life and make it more difficult to sustain progress. Strengthening resilient development in disadvantaged communities can contribute to overcoming these barriers.

107. From amplifying the voices of children to managing drug stock-outs more effectively, innovations have provided promising pathways for narrowing equity gaps. The timely collection and dissemination of disaggregated data are also essential for the delivery of high-quality services.

108. Another lesson is the importance of flexibility in adapting UNICEF programming to diverse settings. UNICEF and partners have accumulated experience in a variety of programme environments, including middle-income and upper-middle-income countries. These experiences will shape the next strategic plan to help UNICEF to fulfil its mandate.

109. Short-term injections of funding can have powerful catalytic effects on targeted bottlenecks, but without reliable, diversified sources of finance, those achievements cannot be sustained. Securing sustainable and equitable financing for children is increasingly important as the 2030 Agenda unfolds.

110. Associated with this is the need to maintain a basic level of core funding. More than 75 per cent of UNICEF funding is now other resources, including other resources (emergency). There is an urgent need for greater regular resources funding, as well as more flexible forms of funding, if UNICEF is to continue to meet its development and humanitarian mandate. A related lesson is the need for longer-term investment in humanitarian situations, given their interdependence with development settings.

111. UNICEF will continue to intensify the application of results-based management principles in its work, while strengthening systems for tracking performance at the national level. Such approaches will need to be flexible in order to capture the various dimensions of results for children, including in cross-sectoral programming contexts.

112. UNICEF continues to draw on lessons from the implementation of the standard operating procedures, including the fact that "one size does not fit all" and that, within the overarching objective of greater harmonization, the focus on results should be the key driver of change.

VII. Looking forward

113. For the remaining period of the current Strategic Plan, and to inform its successor, UNICEF will work with partners to consolidate the gains and address the remaining gaps from the Millennium Development Goals era, while addressing new and deepening challenges that the 2030 Agenda has brought to the fore.

114. UNICEF will therefore continue its urgent focus on the unfinished business for children in the current Strategic Plan, including newborn and young child survival, HIV prevention and treatment, stunting reduction, safe water and sanitation and gender equality.

115. The Sustainable Development Goals have created immense momentum for accelerating the implementation of several other elements of the Strategic Plan, including ECD, birth registration, learning and school completion, violence prevention, the reduction of child marriage and the better integration of responses to the immediate humanitarian and long-term development needs of children.

116. Responding effectively to the 2030 Agenda will also require important shifts in both what UNICEF does and how it works. UNICEF will therefore pursue strategic partnerships across the United Nations system, the private sector and civil society to respond in an integrated way to other challenges to child well-being highlighted by the Agenda, including climate change, urbanization, displacement, the demographic transition and growing challenges in the second decade of life.

117. To protect children from the impact of climate change, UNICEF will step up advocacy, strengthen the capacity for resilient development, involve children and young people in climate change mitigation and expand the "greening of UNICEF" agenda. UNICEF will strengthen the evidence base on policies and programmes that work for the most disadvantaged in urban areas. It will pursue partnerships with city governments for better services for children, while building accountability-driven coalitions with civil society to make sure that services reach children. Efforts will be made to address challenges faced by refugee and migrant children through advocacy and programming in various country contexts. Given current demographic trends, UNICEF will focus greater attention on the challenges facing adolescents.

118. The multiple challenges faced by children demand innovative responses by many partners, and UNICEF will continue to improve its work with civil society and the private sector. Deepening engagement with the public in all country contexts will help to mobilize a diverse range of actors, in particular communities and movements, focused on serving the most disadvantaged children everywhere and helping to strengthen the accountability of Governments and United Nations partners for improved results for children.

119. To respond to the unfinished agenda, while simultaneously addressing new issues, requires an enhanced capacity to learn from and respond to evidence, and an increased emphasis on cross-sectoral approaches to address the multiple deprivations that millions of children face on a daily basis.

120. UNICEF will continue to enhance its organizational capacity to deliver results, including through the further strengthening of human resources management, budget management, information and communications technology and sustained resource mobilization.

121. UNICEF and its partners are working in a period of unprecedented complexity. The major challenges affecting children transcend borders and vastly outstrip the response capacity of any single actor. They also highlight the universality of children's rights — and vulnerabilities — across a wide variety of country contexts. Never was this more apparent than in 2015, when challenges ranging from zika to the migration crisis in Europe underscored the need for collaborative partnerships and innovative approaches. Meeting such challenges will require UNICEF to deepen its partnership with a wide range of actors, including leveraging its strong network of National Committees to serve the most disadvantaged children, in addition to its work in country offices.

122. The 2030 Agenda reaffirms the relevance of the equity focus of the Strategic Plan. Reaching the most disadvantaged children lies at the heart of the UNICEF mandate, an imperative that resonates strongly with the focus of the Agenda on equity and inclusion. UNICEF work in support of the survival, development and protection of the most vulnerable children will directly contribute to the realization of the Sustainable Development Goals. By the same token, the momentum created by the 2030 Agenda will help to achieve important results for children. This synergy will continue to inform the work of UNICEF for the remainder of the current Strategic Plan and will shape the foundation of the next one.

VIII. Draft decision

The Executive Board

1. *Takes note* of the report on the midterm review of the Strategic Plan, 2014-2017 and annual report of the Executive Director, 2015: performance and results, including a report on the implementation of the quadrennial comprehensive policy review (E/ICEF/2016/6 and Add.1 and 2);

2. *Approves* the revised results framework of the UNICEF Strategic Plan, 2014-2017 (E/ICEF/2016/6/Add.2);

3. *Requests* UNICEF to continue the implementation of the Strategic Plan, taking into account lessons learned and the recommendations made in the report on the midterm review in response to the Sustainable Development Goals;

4. *Decides* to transmit the annual report to the Economic and Social Council, along with the summary of the comments and guidance provided by delegations at the present session;

5. *Requests* UNICEF to prepare its next strategic plan, to start in 2018, bearing in mind the Sustainable Development Goals and the forthcoming recommendations of the next quadrennial comprehensive policy review and the World Humanitarian Summit.

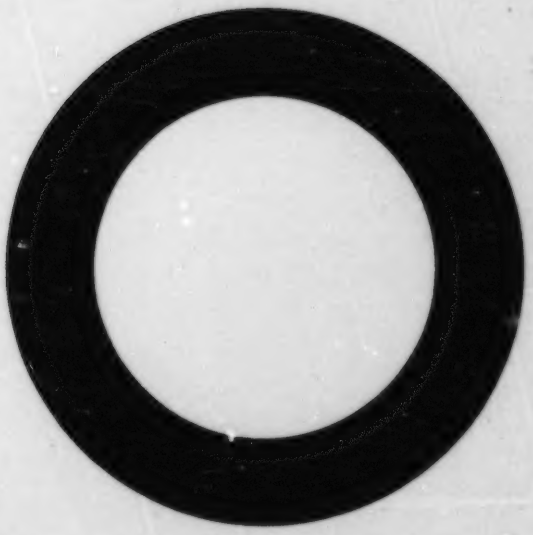


Table 2
Achievement in meeting benchmarks for implementation strategies, by number of country offices in 2014 and 2015

		Number of country offices			
Implementation strategy	*Year*	*Practised*	*Partially practised*	*Currently not practised*	*Total*
Capacity development	2014	110	18	0	128
	2015	110	18	0	128
Evidence generation	2014	112	16	0	128
	2015	117	11	0	128
South-South cooperation	2014	76	45	7	128
	2015	91	31	6	128
Innovation	2014	16	44	68	128
	2015	18	50	60	128
Service delivery	2014	82	24	22	128
	2015	85	23	20	128
Strategic partnerships	2014	62	51	15	128
	2015	75	47	6	128
Cross-sectoral	2014	54	54	20	128
	2015	78	29	21	128

Table 3
Key programme and operations management performance indicators, 2014 and 2015

Key performance indicator	*Baseline (2013, unless otherwise stated)*	*Result*		*Milestone*		*Target*	*Achievement rate against 2013 Strategic Plan indicator targets*
		2014	*2015*	*2015*	*2016*	*2017*	
Higher-quality programmes through results-based management							
Improved accountability of results							
Country offices rating the usefulness of technical guidance and support as satisfactory	73%	93%	94%	> 80%	> 80%	> 80%	118%
Global Programme Partnerships (GPPs) in which UNICEF plays a governance role and additional resources raised through GPPs for UNICEF	3 (2014)	3	5	5	6	8	100%
Country programme outcomes and outputs that are annually reported as either on track or achieved	79% (2014)	79%	75%	80%	80%	80%	94%
New country programme documents (CPDs) approved by the Executive Board that meet organizational standards on the human rights-based approach (quadrennial comprehensive policy review (QCPR))	76.4%	83%	80%	70%	75%	80%	114%
New CPDs approved by the Executive Board that meet organizational standards on gender mainstreaming (QCPR)	67.2%	..[a]	74%	70%	75%	80%	106%
New CPDs approved by the Executive Board that meet organizational standards on results-based management (QCPR)	78% (2015)	..[a]	77%	75%	80%	85%	103%
Country offices reporting on South-South and triangular cooperation activities in their annual reports (QCPR)	88%	86%	89%	92%	95%	95%	97%
Country offices that meet organizational benchmarks for capacity development, strategic partnerships and other implementation strategies (QCPR)	57% (2014)	57%	64%	70%	75%	80%	91%
Country offices that apply the standard operating procedures for "Delivering as one" countries, or components of them (QCPR)	28%	41%	53%	45%	60%	80%	118%
Country offices reporting the accessibility and usefulness of programme policies, guidance and cross-sectoral support as satisfactory	92%	99%	99%	100%	100%	100%	99%
Member States giving positive feedback on the quality of corporate reporting on results and mandates (QCPR)	100%	100%	100%	100%	100%	100%	100%
Percentage and number of humanitarian situations in which country offices receive effective operational, programmatic, financial or policy support from regional office and headquarters	60%	99%	100%	100%	100%	100%	100%

Key performance indicator	*Baseline (2013, unless otherwise stated)*	*Result*		*Milestone*		*Target*	*Achievement rate against 2015 Strategic Plan indicator targets*
		2014	*2015*	*2015*	*2016*	*2017*	
Major humanitarian situations in which UNICEF reported monthly or with frequency agreed by the Emergency Management Team on progress against a small number of Core Commitments for Children in Humanitarian Action (CCC)-aligned results indicators	**81%**	**100%**	**100%**	**100%**	**100%**	**100%**	**100%**
Procurement cases submitted to Contracts Review Committee that are approved on first review	**87%**	**93%**	**94%**	**94%**	**95%**	**96%**	**100%**
Innovations that reach a predefined endpoint	**0**	**–**	**7**	**2**	**2**	**2**	**350%**
Country offices monitoring the proportion of institutional contracts sourced from national expertise (QCPR)	**63%**	**60%**	**59%**	**70%**	**80%**	**90%**	**84%**
Country offices monitoring the proportion of individual contracts sourced from national expertise (QCPR)	**65%**	**64%**	**63%**	**70%**	**80%**	**90%**	**90%**
Supply Division-handled rapid-response orders of supplies ready to be delivered within 48 hours of sales order release	**90%**	**81%**	**98%**	**100%**	**100%**	**100%**	**98%**
Orders delivered at port of entry at agreed target arrival date	**57%**	**67%**	**76%**	**95%**	**95%**	**95%**	**80%**
Improved management of financial and human resources in pursuit of results							
Independent corporate oversight and assurance							
UNICEF evaluations with a formal management response	**92%**	**79%**	**50%**	**92%**	**92%**	**92%**	**54%**
UNICEF evaluations rated unsatisfactory on the basis of United Nations standards	**2%**	**3%**	**3%**	**3%**	**3%**	**< 3%**	**100%**
Country offices submitting at least one completed evaluation to the global evaluation database in the previous three years	**75%**	**74%**	**76%**	**75%**	**78%**	**80%**	**101%**
Country offices that support the capacity development of national evaluation associations and/or institutions (QCPR)	**59**	**61**	**63**	**70**	**75**	**100**	**90%**
Agreed evaluation recommendations under implementation as recorded in the global management response tracking system	**45%**	**49%**	**44%**	**52%**	**55%**	**60%**	**85%**
Agreed evaluation recommendations completed as recorded in the global management response tracking system	**36%**	**27%**	**20%**	**30%**	**32%**	**35%**	**67%**
Offices/divisions with audit recommendations outstanding for more than 18 months	**3**	**8**	**5**	**< 10**	**< 10**	**< 10**	**100%**
Completion of investigation intake in standard time frame (nine months)	**85%**	**80%**	**66%**	**90%**	**90%**	**90%**	**73%**

Key performance indicator	*Baseline (2013, unless otherwise stated)*	*Result*		*Milestone*		*Target*	*Achievement rate against 2015 Strategic Plan indicator targets*
		2014	*2015*	*2015*	*2016*	*2017*	
Corporate financial, information and communications technology and administrative management							
Management/administration/development effectiveness support costs as a ratio of total resources	11.6%	9.0%	9.1%	10.7%	11.4%	11.8%	118%
Emergencies in which information technology services requested are provided according to standards in the revised CCCs	75%	95%	90%	90%	90%	90%	100%
External service-level agreement targets met or exceeded	100%	100%	100%	100%	100%	100%	100%
Internal service-level agreement targets met or exceeded	76%	80%	80%	80%	80%	> 85%	100%
Projects delivered within scope, time and budget	70%	75%	75%	75%	75%	75%	100%
Countries implementing common services (QCPR)	117	115	115	115	115	115	100%
Countries implementing common long-term agreements (QCPR)	89	96	95	96	96	96	99%
Countries implementing harmonized approach to procurement (QCPR)	45	55	63	60	65	70	105%
Countries implementing common human resources management (QCPR)	25	36	40	35	40	45	114%
Countries implementing information and communications technology services (QCPR)	28	41	47	45	50	50	104%
Countries implementing financial management services (QCPR)	27	20	32	30	30	30	107%
Core expenditure on development-related activities directed to programme activities (QCPR)	74%	83%	84%	80%	80%	80%	105%
Non-core expenditure on development-related activities directed to programme activities (QCPR)	95%	94%	93%	93%	93%	93%	100%
Corporate external relations and partnerships, communications and resource mobilization							
Donor reports submitted on time	75%	72%	72%	75%	80%	80%	96%
Income: regular resources (millions of United States dollars)	1 265	1 326	1 197	1 240	1 272	1 329	97%
Income: other resources (regular) (millions of United States dollars)	2 256	2 264	2 050	2 240	2 093	2 070	92%
Income: other resources (emergency) (millions of United States dollars)	1 332	1 579	1 720	1 229	919	924	140%
Coverage of UNICEF that is favourable or higher in global top-tier media	67%	67%	75%	> 70%	> 75%	> 80%	107%
People engaged with UNICEF top global digital and social media platforms (millions)	15	20	30	25	35	40	120%

Key performance indicator	*Baseline (2013, unless otherwise stated)*	*Result*		*Milestone*		*Target*	*Achievement rate against 2015 Strategic Plan indicator targets*
		2014	*2015*	*2013*	*2016*	*2017*	
UNICEF global leadership rank (UNICEF position in comparison to other United Nations agencies)	Top United Nations agency	Top United Nations agency	Top United Nations agency	Top United Nations agency	Top United Nations agency	Top United Nations agency	100%
UNICEF position among international children's organizations in the WIN/Gallup International Association Global Non-governmental Organization (NGO) Barometer	1	1	..[b]	1	1	1	..[b]
UNICEF position among humanitarian organizations in the WIN/Gallup International Association Global NGO Barometer	Top 3	Top 3	..[b]	Top 3	Top 3	Top 3	..[b]
UNICEF country offices participating in a common budgetary framework	31%	32%	30%	35%	40%	50%	86%
Size and trend in funding from Government (QCPR) (millions of United States dollars)	2 610	3 181	3 018	2 660	2 328	2 328	113%
Size and trend in funding from non-governmental partners, including international financial institutions, regional development banks, civil society and private sector (QCPR) (millions of United States dollars)	1 223	1 894	1 851[c]	2 049	1 956	1 996	90%
Human resources management							
Average length of recruitment period (number of days from closing date of advertisement to date of offer letter)	72	79	85	90	75	60	106%
Requests for surge-capacity support met within 56 days (from formal request to arrival of staff member in country, in accordance with CCCs)	92%	91%	89%	90%	90%	90%	99%
Staff who are female at all levels	48%	47%	47%	48%	49%	50%	98%
Staff who are female at P-5 and above	44%	45%	46%	45%	48%	50%	102%
Corporate leadership and direction							
Average achievement rate against Strategic Plan milestones	–	–[d]	95%	100%	100%	100%	95%
Staff and premises security							
Country offices meeting minimum operating security standards	91%	90%	94%	90%	95%	100%	104%
Country offices meeting business continuity plan requirements	99%	99%	100%	100%	100%	100%	100%
Field/country office oversight, management and operations support							
Countries in which UNICEF supports capacity development through policies, institutions, systems and plans to strengthen equity-focused plans for children, especially the poorest and most vulnerable (QCPR)	98% (2014)	98%	99%	98%	99%	100%	101%
Country offices that demonstrate efficiency gains and/or cost savings in programme and operations functions	86%	72%	72%	90%	95%	100%	80%

Key performance indicator	Baseline (2013, unless otherwise stated)	Result		Milestone		Target	Achievement rate against 2015 Strategic Plan indicator targets
		2014	2015	2015	2016	2017	
Allocated regular resources for programmes expended at end of year	96.5%	95%	97%	> 95%	> 95%	> 95%	100%
UNICEF contribution in cash provided to the resident coordinator system (QCPR) (millions of United States dollars)	3.5	3.5	3.6	3.6	4.0	4.2	100%
UNICEF contribution in kind provided to the resident coordinator system (QCPR) (millions of United States dollars)	2.4	2.7	2.9	2.8	3.1	3.4	104%
Coordination of the United Nations development system							
United Nations development system leadership and coordination							
For globally led or co-led clusters and areas of responsibility, country-level clusters and areas of responsibility that have a designated country coordinator	100%	87%	94%	50%	50%	50%	188%
For newly activated clusters or areas of responsibility, country coordinator positions filled within 30 days of cluster activation	100%	55%	80%	90%	90%	90%	89%

[a] CPD reviews were not conducted in 2014.
[b] Data will be available in April 2016.
[c] Provisional data, final values expected after the submission of the present report.
[d] The annual milestones were developed in 2015.

Resources and expenses, 2015

Table 4
Top 20 resource partners for regular resources, 2015
(United States dollars)

	Resource partner	Regular resources		Resource partner	Regular resources
1.	United States of America	132 000 000	11.	Denmark	31 877 930
2.	Japan NC	92 768 993	12.	Sweden NC	31 439 249
3.	Republic of Korea NC	76 252 000	13.	Switzerland	28 589 365
4.	Sweden	62 396 006	14.	Finland	22 099 448
5.	United Kingdom of Great Britain and Northern Ireland	60 355 030	15.	United Kingdom NC	21 415 136
6.	Norway	57 870 370	16.	Netherlands	21 324 355
7.	France NC	40 735 135	17.	Belgium	19 355 309
8.	Spain NC	40 307 423	18.	Italy NC	18 333 077
9.	Netherlands NC	34 838 564	19.	Japan	18 231 209
10.	Germany NC	33 625 080	20.	United States NC	17 421 000

NC = National Committee for UNICEF.
Note: For both public sector partners and National Committees, data as of 4 April 2016.

Table 5
Top 20 resource partners for other resources, 2015
(United States dollars)

Resource partner	*Other resources*	*Resource partner*	*Other resources*
1. United States	735 731 601	11. Norway	102 679 768
2. United Kingdom	451 803 365	12. United Kingdom NC	65 219 449
3. United States NC	293 167 422	13. Global Alliance for Vaccines and Immunization Fund	61 385 431
4. European Commission	283 384 058	14. Global Partnership for Education	57 881 997
5. Germany	212 524 647	15. Pooled Fund contributions (UNFPA)	55 486 892
6. Japan	142 298 275	16. Sweden NC	50 287 672
7. Canada	141 572 710	17. Kuwait	45 000 000
8. Central Emergency Response Fund (OCHA)	115 134 238	18. Pooled Fund contributions (UNICEF)	41 272 027
9. Sweden	111 474 665	19. Republic of Korea	40 427 186
10. Netherlands	110 095 129	20. Common Humanitarian Fund (MPTF Office)	38 483 032

Abbreviations: Office for the Coordination of Humanitarian Affairs — OCHA; United Nations Population Fund —UNFPA; Multi-Partner Trust Fund Office — MPTF Office; and National Committee for UNICEF — NC.
Note: For both public sector partners and National Committees, data as of 4 April 2016.

Table 6
Top 20 resource partners for other resources-emergency, 2015
(United States dollars)

Resource partner	*Other resources (emergency)*	*Resource partner*	*Other resources (emergency)*
1. United States	508 830 904	11. United Kingdom NC	32 557 168
2. Germany	197 956 631	12. United States NC	30 713 631
3. European Commission	171 078 444	13. Sweden	22 254 634
4. United Kingdom	170 339 724	14. Japan NC	19 312 034
5. Japan	123 553 811	15. Germany NC	18 478 318
6. Central Emergency Response Fund (OCHA)[a]	115 134 238	16. Norway	18 006 484
7. Canada	71 922 760	17. Saudi Arabia	17 300 865
8. Netherlands	52 993 251	18. Belgium	10 657 745
9. Kuwait	45 000 000	19. Spain NC	10 430 598
10. Common Humanitarian Fund (MPTF Office)	38 483 032	20. Denmark	9 274 414

Abbreviations: Office for the Coordination of Humanitarian Affairs — OCHA; Multi-Partner Trust Fund Office — MPTF Office; and National Committee for UNICEF — NC.
Note: For both public sector partners and National Committees, data as of 4 April 2016.
[a] Contributions received through OCHA originate mostly from the same group of major UNICEF government and intergovernmental donors, and mainly through funding from the Central Emergency Response Fund.

Table 7
Top 20 government and intergovernmental resource partners to UNICEF, 2015
(United States dollars)

No.	*Resource partner*	*Regular resources*	*Other resources (regular)*	*Other resources (emergency)*	*Total*
1.	United States	132 000 000	226 900 697	508 830 904	867 731 601
2.	United Kingdom	60 355 030	281 463 642	170 339 724	512 158 395
3.	European Commission	–	112 305 614	171 078 444	283 384 058
4.	Germany	9 537 409	14 568 016	197 956 631	222 062 056
5.	Sweden	62 396 006	89 220 031	22 254 634	173 870 672
6.	Norway	57 870 370	84 673 284	18 006 484	160 550 138
7.	Japan	18 231 209	18 744 464	123 553 811	160 529 484
8.	Canada	12 970 376	69 649 950	71 922 760	154 543 086
9.	Netherlands	21 324 355	57 101 878	52 993 251	131 419 483
10.	Denmark	31 877 930	5 374 585	9 274 414	46 526 929
11.	Australia	14 705 882	27 815 831	2 970 621	45 492 335
12.	Kuwait	200 000	–	45 000 000	45 200 000
13.	Republic of Korea	3 900 000	32 777 186	7 650 000	44 327 186
14.	Switzerland	28 589 365	10 004 198	4 564 028	43 157 592
15.	Finland	22 099 448	3 143 080	7 610 103	32 852 630
16.	Belgium	19 355 309	551 246	10 657 745	30 564 301
17.	Saudi Arabia	1 144 200	2 372 497	17 300 865	20 817 562
18.	France	3 869 625	8 579 514	7 954 293	20 403 431
19.	Italy	3 485 839	5 067 290	8 788 178	17 341 307
20.	Ireland	7 964 602	4 379 795	4 085 052	16 429 449

Note: Data as of 4 April 2016.

Table 8
Direct programme expense by region, 2015
(Millions of United States dollars)

Region	*Health*	*HIV and AIDS*	*Water, sanitation and hygiene (WASH)*	*Nutrition*	*Education*	*Child protection*	*Social inclusion*	*Total*
CEE/CIS	23.4	3.3	6.8	4.8	60.8	30.3	12.9	142.4
EAPR	75.9	9.6	59.4	19.1	80.0	53.2	21.1	318.1
ESAR	325.5	35.1	199.4	204.9	229.8	144.0	56.9	1 195.6
HQ	55.0	8.4	11.4	22.8	11.0	14.6	24.5	145.7
LACR	18.7	5.2	22.1	7.8	40.4	34.6	24.6	153.4
MENA	149.8	3.3	269.0	83.0	268.2	165.8	52.7	991.8

Region	Health	HIV and AIDS	Water, sanitation and hygiene (WASH)	Nutrition	Education	Child protection	Social inclusion	Total
SA	155.6	3.9	71.5	67.3	103.3	49.9	28.8	480.3
WCAR	474.7	38.4	229.1	195.7	207.0	151.2	44.9	1 341.1
Total	**1 278.6**	**107.1**	**868.7**	**603.5**	**1 000.4**	**643.6**	**266.4**	**4 768.4**

Key: Regional designations = CEE/CIS: Central and Eastern Europe and the Commonwealth of Independent States; EAPR: East Asia and the Pacific; ESAR: Eastern and Southern Africa; HQ: Headquarters; LACR: Latin America and Caribbean; MENA: Middle East and North Africa; SA: South Asia; WCAR: West and Central Africa.

Note: Provisional data as of 14 March 2016. Due to rounding, the totals may differ slightly from the sum of the columns.

Table 9
Direct programme expense by outcome area,[a] 2015
(Millions of United States dollars)

Outcome area	Regular resources	Other resources — regular	Other resources — emergency	Total	Percentage of 2015 programme expense	Strategic Plan, 2014-2017 projected programme expense (percentage)
Health	223.3	717.3	338.1	1 278.6	26.8	28.0
HIV and AIDS	35.7	65.2	6.2	107.1	2.2	5.0
WASH	110.1	322.8	435.8	868.7	18.2	15.0
Nutrition	130.0	216.9	256.6	603.5	12.7	10.0
Education	157.8	521.6	321.1	1 000.4	21.0	20.0
Child protection	156.4	222.4	264.8	643.6	13.5	12.0
Social inclusion	118.9	84.2	63.4	266.4	5.6	10.0
Total (rounded)	**932.0**	**2 150.4**	**1 685.9**	**4 768.4**	**100.0**	**100.0**

Note: Provisional data as of 14 March 2016. Due to rounding, the totals may differ slightly from the sum of the columns.

[a] In accordance with International Public Sector Accounting Standards, UNICEF reclassifies programme expense that is directly related to the construction of buildings, primarily schools, as an asset. Programme expense will be recorded in 2016 when the buildings have been completed and handed over to partners.

Table 10
Direct programme expense by outcome area in sub-Saharan Africa, 2015
(Millions of United States dollars)

Outcome area	Regular resources	Other resources (regular)	Other resources (emergency)	Total
Health	134.8	479.5	210.3	824.7
HIV and AIDS	26.5	43.3	5.0	74.8
WASH	68.8	232.3	150.7	451.8
Nutrition	69.3	163.1	192.4	424.8
Education	96.6	272.3	88.5	457.4

Outcome area	*Regular resources*	*Other resources (regular)*	*Other resources (emergency)*	*Total*
Child protection	82.4	120.9	103.1	306.4
Social inclusion	52.0	31.8	19.3	103.2
All Strategic Plan outcome areas (sub-Saharan Africa)	**530.4**	**1 343.2**	**769.4**	**2 643.0**

Note: Provisional data as of 14 March 2016. Due to rounding, the totals may differ slightly from the sum of the columns.

Table 11

Direct programme expense by outcome area in the least developed countries, 2015

(Millions of United States dollars)

Outcome area	*Regular resources*	*Other resources — regular*	*Other resources — emergency*	*Total*
Health	126.7	377.8	216.8	721.3
HIV and AIDS	15.3	23.8	5.1	44.1
WASH	74.8	201.1	177.3	453.3
Nutrition	69.5	145.9	203.9	419.3
Education	100.8	269.4	96.6	466.9
Child protection	87.9	90.2	111.0	289.0
Social inclusion	56.0	29.1	23.3	108.3
All Strategic Plan outcome areas (least developed countries)	**531.0**	**1 137.3**	**834.0**	**2 502.3**

Note: Provisional data as of 14 March 2016. Due to rounding, the totals may differ slightly from the sum of the columns.

Table 12

Direct programme expense by programme area in each outcome area, 2015

(Millions of United States dollars)

Programme area	*Expense*	*Percentage of outcome area expense*
Immunization	241.7	19
Polio eradication	151.8	12
Maternal and newborn health	119.7	9
Child health	171.5	13
Health systems strengthening	157.2	12
Health and emergencies	221.9	17
Health — general	214.9	17
Total for outcome area — health	**1 278.6**	**100**

Programme area	*Expense*	*Percentage of outcome area expense*
Prevention of mother-to-child transmission of HIV and infant male circumcision	37.0	35
Care and treatment of children affected by HIV and AIDS	9.9	9
Adolescents and HIV and AIDS	13.9	13
Protect, care and support children and families affected by HIV	2.6	2
HIV — general	43.6	41
Total for outcome area — HIV and AIDS	**107.1**	**100**
Water supply	157.7	18
Sanitation	93.6	11
Hygiene	29.7	3
WASH in schools and early childhood development centres	64.3	7
WASH and emergencies	303.9	35
WASH — general	219.5	25
Total for outcome area — WASH	**868.7**	**100**
Infant and young child feeding	74.9	12
Micronutrients	78.8	13
Nutrition and HIV	0.1	0
Community-based management of acute malnutrition	164.6	27
Nutrition and emergencies	58.6	10
Nutrition — general	226.4	38
Total for outcome area — nutrition	**603.5**	**100**
Early learning	76.1	8
Equity focus on girls and inclusive education	129.0	13
Learning and child-friendly schools	207.1	21
Education in emergencies	342.7	34
Education — general	245.5	25
Total for outcome area — education	**1 000.4**	**100**
Data and child protection	9.1	1
Child protection systems	87.4	14
Violence, exploitation and abuse	67.5	10
Justice for children	37.2	6
Birth registration	23.8	4
Child protection and emergencies	248.2	39
Child protection — strengthen families and communities	60.1	9
Child protection — general	110.2	17
Total for outcome area — child protection	**643.6**	**100**

Programme area	*Expense*	*Percentage of outcome area expense*
Social exclusion data and evidence	24.6	9
Social protection and child poverty	121.2	45
Public finance and local governance	26.5	10
Policy advocacy — urban, civil society, parliament, environment	52.4	20
Human rights institutions	19.9	7
Economic and social policy — general	21.8	8
Total for outcome area — social inclusion	**266.4**	**100**

Note: Provisional data as of 14 March 2016. Due to rounding, the totals may differ slightly from the sum.

Table 13
Thematic funding for Strategic Plan outcome areas and humanitarian assistance, 2015
(Millions of United States dollars)

Outcome area	*2015*
Health	20.7
HIV and AIDS	7.3
WASH	31.9
Nutrition	3.7
Education	124.1
Child protection	14.3
Social inclusion	7.8
Humanitarian assistance	158.7
Total	**368.5**

Note: Provisional data as of 14 March 2016.

Resources and links to the UNICEF Strategic Plan, 2014-2017[3]

Table 14

Integrated Results and Resources Framework by outcome area, 2014-2017

(Millions of United States dollars)

Outcome	Original 2014-2017				Revised 2014-2017				Expenses 2014-2015				Average achievement rate against 2015 Strategic Plan output targets (percentage)
		Other resources				Other resources				Other resources			
	Regular resources	Programmes	Cost recovery	Total resources	Regular resources	Programmes	Cost recovery	Total resources	Regular resources	Programmes	Cost recovery	Total resources	
Programmes	**4 091.0**	**10 713.6**	**–**	**14 804.6**	**3 651.8**	**13 429.1**	**–**	**17 080.9**	**1 792.2**	**7 106.9**	**–**	**8 899.1**	
P1 Improved and equitable use of high-impact maternal and child health interventions from pregnancy to adolescence and promotion of healthy behaviours	1 227.3	2 918.0	–	4 145.3	1 022.5	3 760.2	–	4 782.7	472.6	2 035.0	–	2 507.5	96
P2 Improved and equitable use of proven HIV prevention and treatment interventions by children, pregnant women and adolescents	245.4	494.8	–	740.2	182.6	671.4	–	854.0	73.2	141.0	–	214.2	81
P3 Improved and equitable use of safe drinking water and sanitation and improved hygiene practices	450.0	1 770.7	–	2 220.7	547.8	2 014.4	–	2 562.1	211.4	1 384.6	–	1 596.0	90
P4 Improved and equitable use of nutritional support and improved nutrition and care practices	327.3	1 153.2	–	1 480.5	365.2	1 342.9	–	1 708.1	195.6	892.1	–	1 087.7	99
P5 Improved learning outcomes and equitable and inclusive education	654.6	2 306.3	–	2 960.9	730.4	2 685.8	–	3 416.2	293.4	1 533.3	–	1 826.6	94

[3] Extensive data on the Integrated Results and Resources Framework is presented in the accompanying scorecard and data companion.

Outcome	Original 2014-2017				Revised 2014-2017				Expenses 2014-2015				Average achievement rate against 2015 Strategic Plan output targets (percentage)
		Other resources				Other resources				Other resources			
	Regular resources	Programmes	Cost recovery	Total resources	Regular resources	Programmes	Cost recovery	Total resources	Regular resources	Programmes	Cost recovery	Total resources	
P6 Improved and equitable prevention of and response to violence, abuse, exploitation and neglect of children	490.9	1 285.6	–	1 776.5	438.2	1 611.4	–	2 049.6	302.3	855.7	–	1 158.0	100
P7 Improved policy environment and systems for disadvantaged and excluded children, guided by improved knowledge and data	695.5	785.0	–	1 480.5	365.2	1 342.9	–	1 708.1	244.0	265.0	–	509.0	108

Note: Due to rounding, the totals may differ slightly from the sum.

Table 15

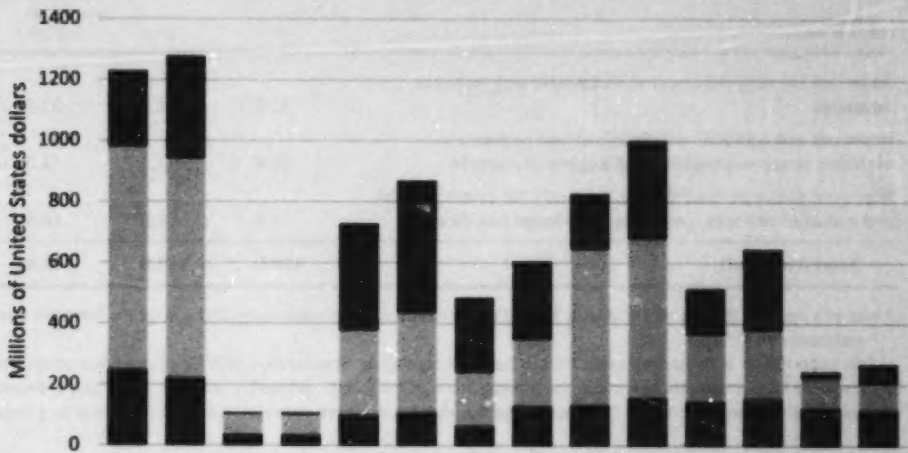
Integrated Results and Resources Framework by result area, 2014-2017

(Millions of United States dollars)

Result *Functional cluster*	*Original 2014-2017*				*Revised 2014-2017*				*Expenditures — actual 2014 and provisional 2015*				*Average achievement rate against 2015 Strategic Plan targets (percentage)*
		Other resources				*Other resources*				*Other resources*			
	Regular resources	*Programmes*	*Cost recovery*	*Total resources*	*Regular resources*	*Programmes*	*Cost recovery*	*Total resources*	*Regular resources*	*Programmes*	*Cost recovery*	*Total resources*	
Organizational effectiveness and efficiency													**117**
Higher-quality programmes through results-based management	467.4	100.1	–	567.5	467.4	100.1	–	567.5	202.2	40.2	–	242.3	115
Improved management of financial and human resources in pursuit of results	648.7	–	786.7	1 435.4	531.2	–	904.2	1 435.4	169.0	–	452.3	621.2	99
Coordination of the United Nations Development System	20.3	16.3	–	36.6	20.3	16.3	–	36.6	9.8	4.6	–	14.4	138
Special purpose	646.8	–	36.3	683.1	613.4	86.0	34.6	734.1	304.3	–	24.2	328.5	–
Capital investments	18.7	–	36.3	55.0	20.4	–	34.6	55.0	8.4	–	24.2	32.6	–
Private sector fundraising	454.0	–	–	454.0	410.6	86.0	–	496.6	198.4	–	–	198.4	–
Other, including procurement services	174.1	–	–	174.1	182.5	–	–	182.5	97.5	–	–	97.5	–
Total use of resources by result area	**1 783.2**	**116.4**	**823.0**	**2 722.6**	**1 632.3**	**202.4**	**938.8**	**2 773.6**	**685.2**	**44.8**	**476.5**	**1 206.5**	–

Note: Provisional data as of 24 March 2016. Due to rounding, the totals may differ slightly from the sum.

Figure I
Direct programme assistance by outcome area and resource type, 2014 and 2015



	Health		HIV and AIDS		WASH		Nutrition		Education		Child protection		Social inclusion		Total (rounded)	
	2014	2015	2014	2015	2014	2015	2014	2015	2014	2015	2014	2015	2014	2015	2014	2015
Regular resources	249	223	37	35	101	110	65	130	135	157	145	156	125	118	860	932
Other resources (regular)	729	717	65	65	276	322	173	216	508	521	218	222	96	84	2 067	2 150
Other resources (emergency)	250	338	4	6	349	435	245	256	182	321	150	264	21	63	1 203	1 685
Total	1 229	1 278	107	107	727	868	484	603	826	1 000	514	643	242	266	4 130	4 768

Table 16
Direct programme expense and results achieved by outcome area,[a] 2014 and 2015
(percentage)

Outcome area	*Percentage of programme expense*		*Strategic Plan, 2014-2017 projected programme expense*	*Average achievement rate against 2015 Strategic Plan output targets*
	2014	*2015*		
Improved and equitable use of high-impact maternal and child health interventions from pregnancy to adolescence and promotion of health behaviours	29.8	26.8	28.0	96
Improved and equitable use of proven HIV prevention and treatment interventions by children, pregnant women and adolescents	2.6	2.2	5.0	81
Improved and equitable use of safe drinking water and sanitation and improved hygiene practices	17.6	18.2	15.0	90
Improved and equitable use of nutritional support and improved nutrition and care practices	11.7	12.7	10.0	99

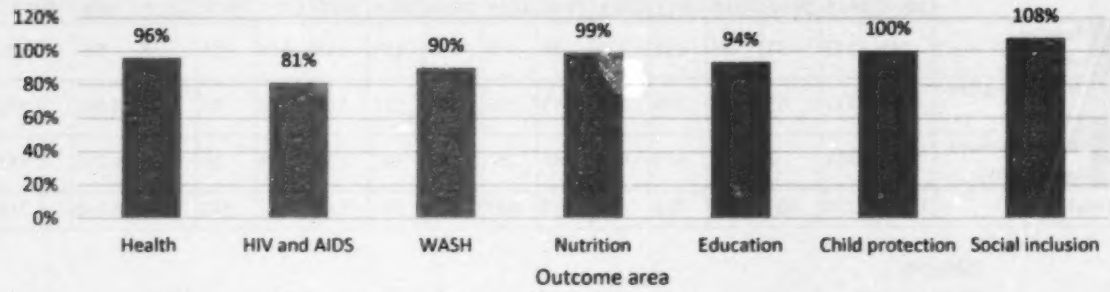
Outcome area	*Percentage of programme expense*		*Strategic Plan, 2014-2017 projected programme expense*	*Average achievement rate against 2015 Strategic Plan output targets*
	2014	*2015*		
Improved learning outcomes and equitable and inclusive education	20.0	21.0	20.0	94
Improved and equitable prevention of and response to violence, abuse, exploitation and neglect of children	12.4	13.5	12.0	100
Improved policy environment and systems for disadvantaged and excluded children, guided by knowledge and data	5.9	5.6	10.0	108
Total (rounded)	**100.0**	**100.0**	**100.0**	**95**

Note: Provisional data as of 14 March 2016. Due to rounding, the totals may differ slightly from the sum of the columns.

[a] In accordance with International Public Sector Accounting Standards, UNICEF reclassifies programme expense that is directly related to the construction of buildings, primarily schools, as an asset. Programme expense will be recorded in 2016 when the buildings have been completed and handed over to partners.

Figure II

Average achievement rate against 2015 Strategic Plan output targets



Relevant indicators from the report of the Secretary-General on implementation of General Assembly resolution 67/226 on the quadrennial comprehensive policy review of operational activities for development of the United Nations system[3]

Table 17
UNICEF progress in 2014 and 2015

Number in monitoring and reporting framework	*QCPR operative paragraph*	*Indicator*	*Frequency*	*Progress for UNICEF*
12	35	Number of United Nations entities reporting to their governing bodies in 2014 on concrete measures to broaden the donor base	One time	Reporting was done in the context of the structured dialogue held at the second regular session of the Executive Board in 2014. Progress was noted by Board members in paragraph 7 of decision 2014/17.
13	39	Number of United Nations funds and programmes that defined common principles for the concept of critical mass of core resources by 2014	One time	Common principles for critical mass of core resources were presented by the funds and programmes to Member States on 19 December 2013. These common principles were further applied by each agency in response to its business model and funding architecture through a series of consultations with Member States. UNICEF organized three informal consultations with its Executive Board to discuss the issue of critical mass in the context of the structured dialogue for financing the results of the UNICEF Strategic Plan, 2014-2017 on 29 May, 9 July and 27 August 2014. Specific approaches for defining a critical mass of core resources were presented to the Board during informal consultations. The Board adopted decision 2014/17 on the matter during its second regular session in 2014, whereby Board members noted the common principles for the concept of critical mass of core resources.
17	46	Number of United Nations entities that held structured dialogues in their respective governing bodies during 2014 on how to finance the development	One time	UNICEF organized a structured dialogue on financing results of the Strategic Plan and critical mass of core resources on 9 September 2014, during the second regular session of the Executive Board. In its decision 2014/17, the Board decided to organize, with the support of the UNICEF secretariat, on an annual basis during its second regular session, a structured dialogue with Member States to monitor and follow up the

[3] A/71/63-E/2016/8; the indicators, as well as baseline and target figures, presented in table 16 correspond to those in the monitoring and reporting framework for the quadrennial comprehensive policy review annexed to the report of the Secretary-General.

Number in monitoring and reporting framework	*QCPR operative paragraph*	*Indicator*	*Frequency*	*Progress for UNICEF*
		results agreed in the new strategic planning cycle		predictability, flexibility and alignment of resources provided for the implementation of the Strategic Plan, including information on funding gaps. In keeping with the decision, UNICEF organized a structured dialogue on financing results of the Strategic Plan at the second regular session of the Board (8-10 September 2015), following a Board informal discussion on 25 August 2015. A background paper was prepared for the session. In its decision 2015/14, the Board requested UNICEF to (a) present a resource mobilization strategy, based on the Strategic Plan and Integrated Results and Resources Framework, at its first regular session of 2016; (b) engage with Member States on an annual basis during its annual session; (c) submit annually an analysis of the predictability, flexibility and alignment of resources provided for the implementation of the approved Strategic Plan; and (d) continue to widen its partnerships and partnership coordination. The Board also requested UNICEF to provide it with annual updates on the progress of funding its reserves for staff liabilities.
20a	43, 48, 51, 53	Percentage of total core expenditures on development-related activities by funds and programmes directed to programme activities	Annually	In 2015, UNICEF spent 84 per cent of its core resources on programme activities.
20b		Percentage of total non-core expenditures on development-related activities by funds and programmes directed to programme activities	Annually	In 2015, UNICEF spent 93 per cent of its non-core resources on programme activities.
22	54	Number of United Nations entities reporting on cost recovery amounts within their regular financial reporting	Annually	UNICEF reports on cost recovery amounts annually through regular financial reports.

Number in monitoring and reporting framework	QCPR operative paragraph	Indicator	Frequency	Progress for UNICEF
28	63	Average percentage of agency country offices using the common United Nations Development Group (UNDG) capacity measurement approach (when fully developed)	–	The UNDG capacity measurement approach is still to be finalized.
29	14, 15	Three dimensions of sustainable development reflected in strategic plans of UNDG members	One time	The UNICEF Strategic Plan, 2014-2017 reflects all three dimensions of sustainable development.
32	74, 77	Number of United Nations entities that integrate South-South cooperation into their strategic plan	Annually	South-South cooperation is a specific strategy in the UNICEF Strategic Plan, 2014-2017.
33	74, 77	Number of United Nations entities that actively report on South-South cooperation in their strategic plan	Annually	The current report on the midterm review of the Strategic Plan, 2014-2017 and annual report of the Executive Director captures progress in South-South cooperation for 2015.
56	119	Number of United Nations entities that have simplified and harmonized agency-specific programming instruments (specify type of instrument)	Annually	Since 2014, UNICEF, together with the United Nations Development Programme (UNDP), United Nations Population Fund (UNFPA) and World Food Programme (WFP), has simplified and harmonized the country programme document format, as approved by the Executive Board.
67a	128	Contributions in cash provided to the resident coordinator (RC) system	Annually	UNICEF contributed $3.6 million to the RC system in 2015 (and $4.01 million in 2016).

Number in monitoring and reporting framework	*QCPR operative paragraph*	*Indicator*	*Frequency*	*Progress for UNICEF*
67b	128	Contributions in kind provided to the RC system	TBC	UNICEF contributed $2.9 million in kind to the RC system at the country level in 2015 for key functions of RC system coordination (strategic analysis and planning, external communications and advocacy and serving as acting resident coordinator).
83	152	Plan for consolidated common support at the country level submitted to governing bodies in 2014, including in the areas of financial management, human resources, procurement, information and communications technology (ICT) and other services	One time	UNICEF together with agencies, funds and programmes, is implementing the business operations strategy in the pilot countries as well as other self-starter countries. UNICEF contributed to the development of the UNDG/High-level Committee on Management (HLCM) evaluation framework. The June 2015 evaluation of the strategy validated a range of benefits, both qualitative and quantitative. The evaluation also identified some bottlenecks. UNICEF is working with both UNDG and HLCM to revise and update the 2012 business operations strategy guidelines to improve the design and the relevance and impact for country offices.
85	159	Proposal on the common definition of operating costs and a common and (standardized) system of cost control presented in 2014	One time	UNICEF led an inter-agency working group as part of the Finance and Budget Network to address this topic. A proposal on the common definition of operating costs has been completed and adopted. The exercise included the review of harmonized cost classifications that are currently in use by UNDP, UNFPA, the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women) and UNICEF. Following the development of a framework, other United Nations entities will use it as a reference for their cost definitions.
88a	152, 154	Number of countries implementing common services	Annually	115 UNICEF country offices reported the use of common services in 2015.
88b	152, 154	Number of countries implementing common long-term agreements	Annually	95 countries reported implementing 957 long-term agreements in 2015, a 45 per cent increase over 2014.
88c	152, 154	Number of countries implementing a harmonized approach to procurement	Annually	63 UNICEF country offices reported implementing a common approach in procurement (common review bodies, standard contracts, local vendor databases, consultant rosters and solicitation documents) and 27 country offices reported savings (and cost avoidance) of approximately $1.5 million.

Number in monitoring and reporting framework	*QCPR operative paragraph*	*Indicator*	*Frequency*	*Progress for UNICEF*
88d	152, 154	Number of countries implementing common human resources management	Annually	40 UNICEF country offices reported implementing a common approach to human resources management (common vacancy bulletins, selection panels, talent pools and consultant rosters); 10 UNICEF country offices reported savings (and cost avoidance) of $156,917.
88e	152, 154	Number of countries implementing ICT services	Annually	47 UNICEF country offices reported implementing a harmonized approach to ICT services (common ICT security, connectivity, support and infrastructure); 25 country offices reported savings (and cost avoidance) of $575,572.
88f	152, 154	Number of countries implementing financial management services	Annually	32 UNICEF country offices reported implementing a common approach to financial management (common procurement of bank assessment); 11 UNICEF country offices reported savings (and cost avoidance) of $539,427.
90	153	Number of United Nations entities that presented plans to their governing bodies for intra-agency rationalization of business operations by the end of 2013	One time	The UNICEF Global Shared Service Centre (GSSC) began official operations in September 2015 and is now serving all country offices in South America and South Asia with invoice processing, payments and master data management. GSSC will continue to ramp up over 2016 to include service to all regions in these functions and transfer payroll, human resources administration and the Global Help Desk from New York to Budapest.